

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D.C.

January 7, 1957

MEMORANDUM NO. 1409

Establishing an Office of Administrative Management

There is hereby established, as a Department staff office, an Office of Administrative Management which, under the general direction of the Administrative Assistant Secretary, shall provide general direction, leadership and coordination in the fields of organization, work methods, and management in the Department, and assist officials of the Department in the development and planning of policies and programs with respect thereto.

In carrying out its responsibilities the Office of Administrative Management shall:

1. Initiate, and give leadership to, programs for improvement of management practices and work methods.
2. Evaluate for the Office of the Secretary all matters concerning organization and placement of functional responsibility in the Department and its agencies, and advise Department and agency officials on the development of organizational policies and plans.
3. Establish Department procedures and standards for the issuance of internal policy and procedural instructions, and maintain Secretary's Memoranda and Administrative Regulations on a current basis.
4. Plan and initiate programs in the field of paperwork management and stimulate and guide action in (a) forms analysis, standards and handling; (b) examination and evaluation of reports (other than those covered by the Federal Reports Act of 1942); and (c) correspondence matters and records management.
5. Assist the Department's Committee Management Officer in planning and coordinating the Department's Committee Management Program.
6. Represent the Department in its relations with other Government agencies and Committees of Congress on matters relating to the Department-wide functional responsibilities of the Office of Administrative Management.

MEMORANDUM FOR THE SECRETARY

Establishing an Office of Administrative Management

There is hereby established, as a Department staff office, an Office of Administrative Management, which, under the general direction of the Assistant Secretary, shall provide general direction, leadership and coordination in the field of organization, work methods, and management in the Department, and assist the Secretary in the development and planning of policies and programs with respect thereto.

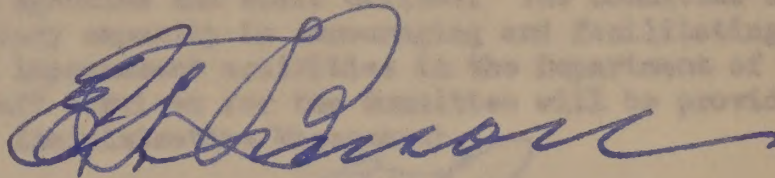
In carrying out its responsibilities the Office of Administrative Management shall:

1. Initiate, and give leadership to, programs for improvement of management practices and work methods.
2. Advise the Secretary on all matters concerning organization and placement of functional responsibility in the Department and its agencies, and advise on organizational policies and efforts in the development of organizational policies and plans.
3. Establish Department procedures and standards for the issuance of internal policy and procedural instructions, and maintain Secretary's memoranda and administrative correspondence in a current basis.
4. Plan and initiate programs in the field of personnel management and estimate and guide action in (a) force and staff, (b) training and handling; (c) evaluation and evaluation of records (other than those covered by the Federal Records Act of 1950); and (d) correspondence, letters and records management.
5. Assist the Secretary in the selection and utilization of personnel and coordinating the Department's personnel management program.
6. Represent the Department in its relations with other Government agencies and United States Government on matters relating to the Department-wide functional responsibilities of the Office of Administrative Management.

2 - Memorandum No.

All functions, together with all personnel, property, records, and funds of the Office of Budget and Finance, the Office of Personnel, and the Office of Plant and Operations, used by those agencies in carrying out the work covered by the foregoing assignment of functions, are hereby transferred to the Office of Administrative Management. The specific personnel, property, records and funds so transferred shall be determined by the Administrative Assistant Secretary.

All delegations of authority and authorizations heretofore granted to the heads of the named offices, together with delegations and authorizations issued by such heads, shall remain in full force and effect in the Office of Administrative Management until revoked or altered by any action taken pursuant to the authority of this Memorandum.

A large, stylized handwritten signature in blue ink, likely belonging to the Secretary mentioned in the text below.

Secretary

All functions, together with all personnel, property, records, and funds of the Office of Budget and Finance, the Office of Personnel, and the Office of Plant and Operations, used by those agencies in carrying out the work covered by the foregoing assignment of functions, are hereby transferred to the Office of Administrative Management. The specific personnel, property, records and funds so transferred shall be determined by the Administrative Assistant Secretary.

All delegations of authority and authorizations heretofore granted to the heads of the named offices, together with delegations and authorizations issued by such heads, shall remain in full force and effect in the Office of Administrative Management until revoked or altered by any action taken pursuant to the authority of this Memorandum.



Secretary

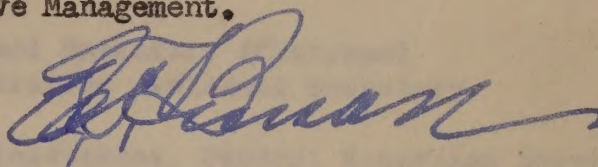
UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D.C.

January 7, 1957

MEMORANDUM NO. 1410

USDA Management Improvement Committee

There is hereby established a Management Improvement Committee, consisting of the Administrative Assistant Secretary (Chairman), and the Assistant Administrator for Management, or other official who holds the primary responsibility for management, in each of the Department's agencies and staff offices. The Committee shall serve in an advisory capacity in encouraging and facilitating sound management improvement activities in the Department of Agriculture. Staff services for the Committee will be provided by the Office of Administrative Management.



Secretary

The duties of the Committee will be to:

1. Develop a plan in detail for an appropriate commemoration in 1962 of the 100th anniversary of the Department's genesis. Such a plan will cover proposed activities and events, the time and duration of such events, and cooperating agencies.
2. Inquire into and report on possible action by other Federal agencies, industry and other organizations.
3. Maintain a liaison with the American Association of Land-Grant Colleges and State Universities to explore possibilities for joint participation in commemoration of the founding of the Department and of the land-grant college system.

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D.C.

January 7, 1947

MEMORANDUM NO. 144

USDA Management Improvement Committee

There is hereby established a Management Improvement Committee, consisting of the Administrative Assistant Secretary (Chairman) and the Assistant Administrator for Management, or other official who holds the primary responsibility for management, in each of the Department's agencies and staff offices. The Committee shall serve in an advisory capacity in encouraging and facilitating sound management improvement activities in the Department of Agriculture. Staff services for the Committee will be provided by the Office of Administrative Management.



Secretary

February 14, 1957.

MEMORANDUM NO. 1411

U. S. Department of Agriculture Centennial in 1962

On May 15, 1862 President Lincoln signed the Organic Act establishing the Department of Agriculture. Soon thereafter, on July 2, 1862 the Morrill Act was approved which authorized the establishment of the Land-Grant Colleges.

It is not too early now to begin planning for appropriate ways to recognize the 100th anniversary of these two important events. In this planning the Department is working closely with the American Association of Land-Grant Colleges and State Universities which is also naming a Centennial observance committee. In order that the Department's planning for these events might be carefully developed, there is hereby designated a USDA Centennial Planning Committee as follows:

Ervin L. Peterson, Assistant Secretary (Chairman)
Ralph S. Roberts, Administrative Assistant Secretary
(Vice Chairman)
Clarence M. Ferguson, Administrator, Federal Extension Service
Byron T. Shaw, Administrator, Agricultural Research Service
Oris V. Wells, Administrator, Agricultural Marketing Service
Walter C. Berger, Administrator, Commodity Stabilization Service
Richard E. McArdle, Chief, Forest Service
Donald A. Williams, Administrator, Soil Conservation Service
R. Lyle Webster, Director of Information
Robert D. McMillen, Assistant to the Secretary
Joseph C. Wheeler, Director of Finance

The duties of the Committee will be to:

1. Develop a plan in detail for an appropriate commemoration in 1962 of the 100th anniversary of the Department's establishment. Such a plan will cover proposed actions and events, the time and duration of such events, and cooperating agencies.
2. Inquire into and report on possible action by other Federal agencies, industry and other cooperators.
3. Maintain a liaison with the American Association of Land-Grant Colleges and State Universities to explore possibilities for joint participation in commemoration of the founding of the Department and of the Land-Grant College system.

February 1, 1937

MEMORANDUM NO. 1411

U. S. Department of Agriculture, Washington, D. C.

On May 15, 1932 President Lincoln signed the Organic Act establishing the Department of Agriculture. On July 2, 1932 the Morrill Act was approved which authorized the establishment of the Land-Grant Colleges.

It is not too early now to begin planning for appropriate ways to recognize the 100th anniversary of these two important events. In this planning the Department is working closely with the American Association of Land-Grant Colleges and State Universities which is also having a Centennial observance committee. In order that the Department's planning for these events might be carefully developed, there is hereby designated a U. S. Centennial Planning Committee as follows:

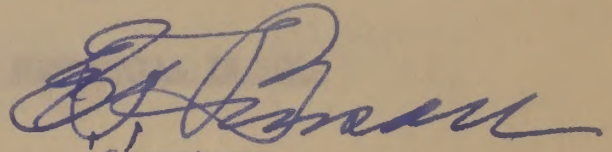
- Ervin L. Peterson, Assistant Secretary (Chairman)
Ralph E. Roberts, Assistant Secretary
(Vice Chairman)
Clarence M. Ferguson, Administrator, Federal Extension Service
Byron T. Shaw, Administrator, Agricultural Research Service
Oris V. Wells, Administrator, Agricultural Marketing Service
Walter C. Berger, Administrator, National Production Service
Richard E. McFarlane, Chief, Forest Service
Donald A. Williams, Administrator, Soil Conservation Service
R. Kyle Webster, Director of Information
Robert D. Holliman, Assistant to the Secretary
Joseph C. Wheeler, Director of Finance

The duties of the Committee will be to:

1. Develop a plan in detail for an appropriate commemoration in 1932 of the 100th anniversary of the Department's establishment. Such a plan will cover proposed actions and events, the time and duration of such events, and cooperating agencies.
2. Indicate into and report on possible action by other Federal agencies, industry and other co-operators.
3. Maintain a liaison with the American Association of Land-Grant Colleges and State Universities to explore possibilities for joint participation in commemoration of the founding of the Department and of the Land-Grant College system.

4. Formulate and recommend to the Secretary any legislative proposals which may be necessary or desirable to complete plans for the Centennial.

All agencies of the Department of Agriculture are requested to cooperate with this Committee in carrying out its responsibilities. Any suggestions agency heads or members of their respective staffs may have that will be helpful to the Committee should be addressed to the Chairman of the Committee.


Secretary

The membership of the 1934 Centennial Planning Committee, established at Secretary's Memorandum No. 1411, dated February 14, 1934, is revised as follows:

Charles L. Groat, Director of Finance, replaces Joseph C. Mosley, who recently transferred from the same position in the Department to the United States Information Agency.

The present membership of the committee is:

Ervin L. Peterson, Assistant Secretary (Chairman)
Edwin C. Roberts, Administrative Assistant Secretary
(Vice Chairman)
Clarence M. Ferguson, Administrator, Federal Extension
Service
Byron T. Shaw, Administrator, Agricultural Research Service
Otis V. Wallis, Administrator, Agricultural Marketing Service
Walter C. Raper, Administrator, Commodity Stabilization
Service
Robert A. Munnell, Chief, Forest Service
Donald A. Williams, Administrator, Soil Conservation Service
A. Lyle Webster, Director of Information
Robert D. McMillan, Assistant to the Secretary
Charles L. Groat, Director of Finance


Ervin L. Peterson
Assistant Secretary

4. Formulate and recommend to the Secretary any legislative proposals which may be necessary or desirable to complete plans for the Centennial.

All agencies of the Department of Agriculture are requested to cooperate with this Committee in carrying out its responsibilities. Any suggestions agency heads or members of their respective staffs may have that will be helpful to the Committee should be addressed to the Chairman of the Committee.


Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C.

June 4, 1957

MEMORANDUM NO. 1411, *Supplement 1*

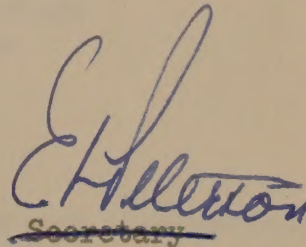
U. S. DEPARTMENT OF AGRICULTURE CENTENNIAL IN 1962

The membership of the USDA Centennial Planning Committee established by Secretary's Memorandum No. 1411, dated February 14, 1957, is revised as follows:

Charles L. Grant, Director of Finance, replaces Joseph C. Wheeler, who recently transferred from the same position in the Department to the United States Information Agency.

The present membership of the committee is:

Ervin L. Peterson, Assistant Secretary (Chairman)
Ralph S. Roberts, Administrative Assistant Secretary
(Vice Chairman)
Clarence M. Ferguson, Administrator, Federal Extension
Service
Byron T. Shaw, Administrator, Agricultural Research Service
Oris V. Wells, Administrator, Agricultural Marketing Service
Walter C. Berger, Administrator, Commodity Stabilization
Service
Richard E. McArdle, Chief, Forest Service
Donald A. Williams, Administrator, Soil Conservation Service
R. Lyle Webster, Director of Information
Robert D. McMillen, Assistant to the Secretary
Charles L. Grant, Director of Finance


Secretary

E. L. Peterson
Assistant Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D. C.

June 4, 1957

MEMORANDUM NO. 1411, July 1, 1957

U. S. DEPARTMENT OF AGRICULTURE CENTennial IN 1952

The membership of the USDA Centennial Planning Committee established by Secretary's Memorandum No. 1411, dated February 14, 1957, is revised as follows:

Charles I. Grant, Director of Finance, resigned Joseph C. Wheeler, who recently transferred from the same position in the Department to the United States Information Agency.

The present membership of the committee is:

Ervin L. Peterson, Assistant Secretary (Chairman)
Ralph S. Roberts, Administrative Assistant Secretary
(Vice Chairman)
Charles M. Peterson, Administrator, Federal Extension Service
Byron T. Shaw, Administrator, Agricultural Research Service
Oris V. Wells, Administrator, Agricultural Marketing Service
Walter C. Berger, Administrator, Commodity Stabilization Service
Richard E. McBride, Chief, Forest Service
Donald A. Williams, Administrator, Soil Conservation Service
R. Lyle Webster, Director of Information
Robert D. McMillan, Assistant to the Secretary
Charles I. Grant, Director of Finance

Charles I. Grant
Secretary

Ervin L. Peterson
Assistant Secretary



DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON

October 5, 1960.

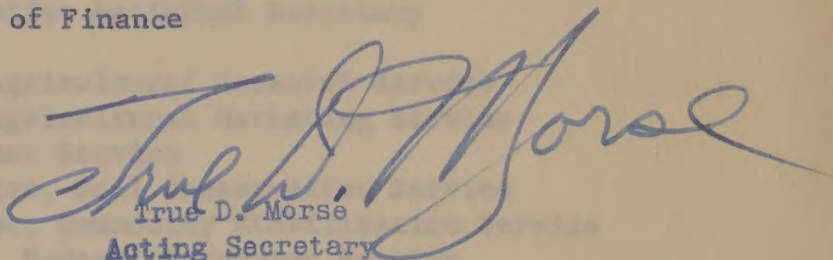
MEMORANDUM NO. 1411, SUPPLEMENT 2

U. S. Department of Agriculture Centennial in 1962

Assistant Secretary Clarence M. Ferguson is hereby designated to replace former Assistant Secretary Ervin L. Peterson as Chairman of the USDA Centennial Planning Committee established by Secretary's Memorandum 1411.

As revised, the composition of the Committee is as follows:

Clarence M. Ferguson, Assistant Secretary (Chairman)
Ralph S. Roberts, Administrative Assistant Secretary
(Vice Chairman)
Byron T. Shaw, Administrator, Agricultural Research Service
Oris V. Wells, Administrator, Agricultural Marketing Service
Walter C. Berger, Administrator, Commodity Stabilization Service
Richard E. McArdle, Chief, Forest Service
Donald A. Williams, Administrator, Soil Conservation Service
Paul V. Kepner, Administrator, Federal Extension Service
R. Lyle Webster, Director of Information
Lewis B. Rock, Assistant to the Secretary
Charles L. Grant, Director of Finance


True D. Morse
Acting Secretary

The duties of the Committee will be to:

1. Develop a plan in detail for an appropriate commemoration in 1962 of the 100th anniversary of the Department's establishment. Such a plan will cover proposed actions and events, the time and duration of such events, and cooperating agencies.

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D.C.

April 12, 1961

MEMORANDUM NO. 1411 (Revised)

U. S. Department of Agriculture Centennial in 1962

On May 15, 1862 President Lincoln signed the Organic Act establishing the Department of Agriculture. Soon thereafter, on July 2, 1862 the Morrill Act was approved which authorized the establishment of the Land-Grant Colleges.

Plans are being developed for appropriate recognition of the 100th anniversary of these two important events. In this planning the Department is working closely with the American Association of Land-Grant Colleges and State Universities which is also naming a Centennial observance committee. Department plans are being developed by a USDA Centennial Committee. The membership of the Committee, as expanded and revised, is as follows:

Frank J. Welch, Assistant Secretary (Chairman)
Joseph M. Robertson, Administrative Assistant Secretary
(Vice Chairman)
Byron T. Shaw, Administrator, Agricultural Research Service
Oris V. Wells, Administrator, Agricultural Marketing Service
Richard E. McArdle, Chief, Forest Service
Donald A. Williams, Administrator, Soil Conservation Service
Horace D. Godfrey, Administrator, Commodity Stabilization Service
E. T. York, Jr., Administrator, Federal Extension Service
Norman M. Clapp, Administrator, Rural Electrification Administration
Nathan M. Koffsky, Administrator, Economic Research Service
George A. Barnes, Assistant to the Secretary
R. Lyle Webster, Director of Information
Charles L. Grant, Director of Finance

The duties of the Committee will be to:

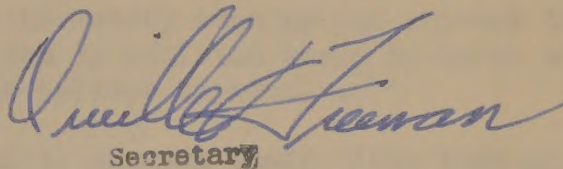
1. Develop a plan in detail for an appropriate commemoration in 1962 of the 100th anniversary of the Department's establishment. Such a plan will cover proposed actions and events, the time and duration of such events, and cooperating agencies.

COMMITTEES 5-1 (Centennial)

2. Inquire into and report on possible action by other Federal agencies, industry and other cooperators.
3. Maintain a liaison with the American Association of Land-Grant Colleges and State Universities to explore possibilities for joint participation in commemoration of the founding of the Department and of the Land-Grant College system.
4. Formulate and recommend to the Secretary any legislative proposals which may be necessary or desirable to complete plans for the Centennial.

All agencies of the Department of Agriculture are requested to cooperate with this Committee in carrying out its responsibilities. Any suggestions agency heads or members of their respective staffs may have that will be helpful to the Committee should be addressed to the Chairman of the Committee.

This Memorandum supersedes Secretary's Memorandum No. 1411 dated February 14, 1957, and all supplements thereto.


Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

February 14, 1957

MEMORANDUM NO. 1412

Joint Committee of the Department of Agriculture
and Land-Grant Colleges on Training for
Government Service

To develop and encourage a means of collaboration between the Department of Agriculture and the Land-Grant Colleges and State Universities, there was established in 1936 the Joint Committee of the Department of Agriculture and Land-Grant Colleges on Training for Government Service.

Land-Grant Colleges and State Universities, although they receive Federal funds, retain jurisdiction over their curriculum, staff membership, and other matters of academic policy. The Department acts in an advisory capacity as regards college entrance qualifications.

Through the Joint Committee, the Department has opportunity to make recommendations relating to educational background, training, and courses needed to provide the best qualified potential employees. The colleges, in turn, are kept informed of employment trends, employment opportunities, occupational needs, and scarce categories.

The Joint Committee makes the necessary studies and surveys to obtain the information mentioned above, and in addition keeps in touch with new developments in the Land-Grant College curricula.

Agency officials are requested to express their views through appropriate channels to the Joint Committee regarding pre-entry training which would best equip potential employees for work in the Department.

The following are the Department representatives on the Joint Committee:

*Ernest C. Betts, Jr., Chairman
Clare Hendee
C. O. Henderson
Paul V. Kepner
Hazel K. Stiebeling
Gladwin Young

Members designated by the Executive Committee of the American Association of Land-Grant Colleges and State Universities are:

Dean H. M. Briggs, University of Wyoming
President John T. Caldwell, University of Arkansas, Chairman

*New Committee Members

February 10, 1951

Mr. Tolson

Joint Committee on the Organization of the Federal Government
and the Federal Reserve System

The following are the members of the Joint Committee on the Organization of the Federal Government and the Federal Reserve System:

Chairman: Mr. Tolson
Members: Mr. Clegg, Mr. Glavin, Mr. Ladd, Mr. Nichols, Mr. Rosen, Mr. Tracy, Mr. Egan, Mr. Gurnea, Mr. Harbo, Mr. Hendon, Mr. Pennington, Mr. Quinn, Mr. Nease, Mr. Gandy

The Joint Committee on the Organization of the Federal Government and the Federal Reserve System was organized on February 10, 1951, to study and report on the organization of the Federal Government and the Federal Reserve System.

The Joint Committee on the Organization of the Federal Government and the Federal Reserve System is composed of members from the Federal Bureau of Investigation, the Federal Reserve Board, and the Federal Reserve Bank of New York.

The Joint Committee on the Organization of the Federal Government and the Federal Reserve System is authorized to conduct such investigations and studies as it may deem necessary and appropriate.

The following are the members of the Joint Committee on the Organization of the Federal Government and the Federal Reserve System:

- Mr. Tolson, Chairman
- Mr. Clegg
- Mr. Glavin
- Mr. Ladd
- Mr. Nichols
- Mr. Rosen
- Mr. Tracy
- Mr. Egan
- Mr. Gurnea
- Mr. Harbo
- Mr. Hendon
- Mr. Pennington
- Mr. Quinn
- Mr. Nease
- Mr. Gandy

The Joint Committee on the Organization of the Federal Government and the Federal Reserve System is authorized to conduct such investigations and studies as it may deem necessary and appropriate.

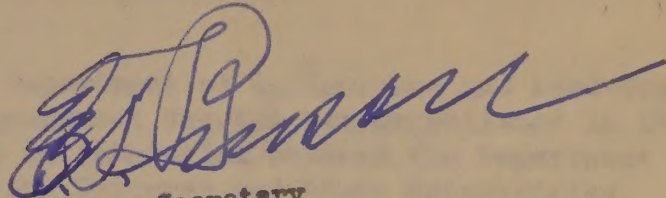
Very truly yours,
John Edgar Hoover, Director

Enclosure

*President E. B. Evans, Prairie View A&M College, Texas
*Dean G. A. Hawkins, Purdue University
President John W. Headley, South Dakota State College
Dr. Lloyd M. Short, University of Minnesota
Dean Frances L. Zuill, University of Wisconsin

This supersedes Secretary's Memorandum 1142, Revision 6, of March 20, 1956.

*New Committee Members



Secretary

Land-Grant Colleges and State Universities comprise the first group of colleges in training the country's future leaders in agriculture, and the future of the nation's food supply. The Department of Agriculture has a special responsibility to the Land-Grant Colleges and State Universities.

The Department of Agriculture makes recommendations relating to the college curriculum, background, experience, and courses of study needed to develop the quality of employment with the U. S. Department of Agriculture. The college has interest about employment needs, employment opportunities, occupational needs, shortage categories, proposed or pending legislation, and current regulations of interest to the committee.

The Joint Committee makes advisory studies and reports and keeps in touch with the developments in the Land-Grant College agriculture.

Agency officials are requested to express their views through appropriate channels to the Joint Committee about college training which would help solve potential shortages of the Department of Agriculture.

The Department representatives on the Joint Committee are:

Edward C. Evans, Jr., Chairman
Clare M. Smith
G. B. Thompson
Paul F. Rogers
David C. Gabelberger
Charles Young

President John F. Kennedy, White House, Washington, D.C.
Mr. J. Edgar Hoover, Federal Bureau of Investigation, Washington, D.C.
Mr. J. Lee Rankin, Attorney General, Washington, D.C.
Mr. J. Lee Rankin, Secretary of the Senate, Washington, D.C.
Mr. J. Lee Rankin, Secretary of the House, Washington, D.C.

This document is a reproduction of the original document, which is a letter from the President of the United States, dated May 12, 1961.


John F. Kennedy

The President of the United States

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

February 11, 1958

1412
MEMORANDUM NO., *Revised*

Joint Committee of the Department of Agriculture and Land-
Grant Colleges on Training for
Government Service

The Joint Committee of the Department of Agriculture and Land-Grant Colleges on Training for Government Service was established in 1936 to develop and encourage close collaboration between the Department of Agriculture and the Land-Grant Colleges and State Universities.

Land-Grant Colleges and State Universities receive Federal Funds; nevertheless, they have jurisdiction over their curriculum, staff membership, and academic policy. The Department of Agriculture acts in an advisory capacity to the Land-Grant Colleges and State Universities.

The Department of Agriculture makes recommendations relating to the educational background, training, and courses of study needed by college students to qualify for employment with the U. S. Department of Agriculture. The colleges keep informed about employment trends, employment opportunities, occupational needs, shortage categories, proposed or pending legislation, and enacted legislation of interest to the Committee.

The Joint Committee makes necessary studies and surveys and keeps in touch with new developments in the Land-Grant College curricula.

Agency officials are requested to express their views through appropriate channels to the Joint Committee about college training which would best equip potential employees of the Department of Agriculture.

The Department representatives on the Joint Committee are:

Ernest C. Betts, Jr., Chairman
Clare Hendee
C. O. Henderson
Paul V. Kepner
Hazel K. Stiebeling
Gladwin Young

February 11, 1933

MEMORANDUM NO. 1000

Joint Committee of the Department of Agriculture and Land-Grant Colleges on Training for Government Service

The Joint Committee of the Department of Agriculture and Land-Grant Colleges on Training for Government Service was established in 1933 to develop and encourage close collaboration between the Department of Agriculture and the Land-Grant Colleges and State Universities.

Land-Grant Colleges and State Universities receive Federal funds; nevertheless, they have jurisdiction over their curriculum, staff membership, and academic policy. The Department of Agriculture acts in an advisory capacity to the Land-Grant Colleges and State Universities.

The Department of Agriculture makes recommendations relating to the educational background, training, and courses of study needed by college students to qualify for employment with the U. S. Department of Agriculture. The colleges keep informed about employment trends, employment opportunities, occupational needs, shortage categories, proposed or pending legislation, and enacted legislation of interest to the Committee.

The Joint Committee makes necessary studies and surveys and keeps in touch with new developments in the Land-Grant College curricula.

Agency officials are requested to express their views through appropriate channels to the Joint Committee about college training which would best equip potential employees of the Department of Agriculture.

The Department representatives on the Joint Committee are:

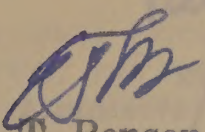
Ernest C. Betts, Jr., Chairman
Clare Bender
C. O. Henderson
Paul V. Kopper
Hazel K. Stiebeling
Gladwin Young

Members designated by the Executive Committee of the American Association of Land-Grant Colleges and State Universities are:

- ** President Richard A. Harvill, University of Arizona, Chairman
- ** Dean Donald Anderson, North Carolina State College of
Agriculture and Engineering
- Dean H. M. Briggs, University of Wyoming
- ** Dean Gordon B. Carson, The Ohio State University
- ** President George W. Gore, Jr., Florida Agricultural and
Mechanical University
- Dr. Lloyd M. Short, University of Minnesota

This memorandum supersedes Secretary's Memorandum No. 1412, dated February 14, 1957.

**New Committee Members


E. T. Benson

Members designated by the Executive Committee of the American Association
of Land-Grant Colleges and State Universities are:

- ** President Richard A. Harvill, University of Arizona, Chairman
- ** Dean Donald Anderson, North Carolina State College of
Agriculture and Engineering
- Dean H. M. Briggs, University of Wyoming
- ** Dean Gordon B. Carson, The Ohio State University
- ** President George W. Gore, Jr., Florida Agricultural and
Mechanical University
- Dr. Lloyd M. Short, University of Minnesota

This memorandum supersedes Secretary's Memorandum No. 1412, dated February
14, 1927.

**New Committee Members


M. L. Benson



DEPARTMENT OF AGRICULTURE

WASHINGTON 25, D. C.

March 31, 1958

MEMORANDUM NO. 1412, *Supplement 1.*
Rev. 1

Joint Committee of the Department of Agriculture
and Land-Grant Colleges on Training for
Government Service

The Joint Committee of the Department of Agriculture and Land-Grant Colleges on Training for Government Service was established in 1934. Memorandum No. 1412, Revised, February 11, 1958, is hereby amended to include Dean Frances L. Zuill, University of Wisconsin, as a member designated by the Executive Committee of the American Association of Land-Grant Colleges and State Universities.

Ralph S. Roberts
Ralph S. Roberts
Administrative Assistant Secretary

The Department of Agriculture seeks recruitment and retention in the educational background, training, and college students to quality the Department of Agriculture. The colleges keep informed about employment trends, development opportunities, occupational needs, shortage categories, proposed or pending legislation, and enacted legislation of interest to the Committee.

The Joint Committee makes necessary studies and surveys and keeps in touch with new developments in the Land-Grant College curricula.

Agencies elsewhere are requested to express their views through appropriate channels to the Joint Committee about college training which would best equip potential employees of the Department of Agriculture.

The pattern of rotation of membership on committees has been established, therefore the committee is reconstituted as follows:

Ernest C. Setts, Jr., Chairman
Wm. A. Rodenhouse
Clara Benton
Paul V. Knappe
Harry C. Trelogan
Gladwin Young
S. G. Henderson

DEPARTMENT OF AGRICULTURE

WASHINGTON 25, D. C.



March 31, 1958

MEMORANDUM FOR MR. [illegible]
[illegible]
[illegible]
Joint Committee of the Department of Agriculture
and Land-Grant Colleges on Training for
Government Service

Memorandum No. 1112, revised, February 11, 1958, is hereby amended to include Dr. Francis L. [illegible], University of Wisconsin, as a member designated by the Executive Committee of the American Association of Land-Grant Colleges and State Universities.

[Signature]
[illegible]
Assistant Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

October 17, 1958

MEMORANDUM NO. 1412, REVISED

Joint Committee of the Department of Agriculture
and Land-Grant Colleges on Training for
Government Service

The Joint Committee of the Department of Agriculture and Land-Grant Colleges on Training for Government Service was established in 1936 to develop and encourage close collaboration between the Department of Agriculture and the Land-Grant Colleges and State Universities.

Land-Grant Colleges and State Universities receive Federal funds; nevertheless, they have jurisdiction over their curriculum, staff membership, and academic policy. The Department of Agriculture works closely with the Land-Grant Colleges and State Universities to achieve mutual objectives.

The Department of Agriculture makes recommendations relating to the educational background, training, and courses of study needed by college students to qualify for employment with the U. S. Department of Agriculture. The colleges keep informed about employment trends, employment opportunities, occupational needs, shortage categories, proposed or pending legislation, and enacted legislation of interest to the Committee.

The Joint Committee makes necessary studies and surveys and keeps in touch with new developments in the Land-Grant College curricula.

Agency officials are requested to express their views through appropriate channels to the Joint Committee about college training which would best equip potential employees of the Department of Agriculture.

The pattern of rotation of membership on committees has been established, therefore the committee is reconstituted as follows:

Ernest C. Betts, Jr., Chairman
~~**T. C. Byerly~~ *Herman A. Rodenhiser*
Clare Hendee
~~**Malcolm H. Holliday, Jr.~~
Paul V. Kepner
~~**Harry C. Trelogan~~
Gladwin Young
C. O. Henderson

October 17, 1955

MEMORANDUM NO. 1412, REVISED

Joint Committee of the Department of Agriculture
and Land-Grant Colleges on Training for
Government Service

The Joint Committee of the Department of Agriculture and Land-Grant Colleges on Training for Government Service was established in 1955 to develop and encourage close collaboration between the Department of Agriculture and the Land-Grant Colleges and State Universities.

Land-Grant Colleges and State Universities receive Federal funds; nevertheless, they have jurisdiction over their curriculum, staff membership, and academic policy. The Department of Agriculture works closely with the Land-Grant Colleges and State Universities to achieve mutual objectives.

The Department of Agriculture makes recommendations relating to the educational background, training, and courses of study needed by college students to qualify for employment with the U. S. Department of Agriculture. The colleges keep informed about employment trends, employment opportunities, occupational needs, shortage categories, proposed or pending legislation, and enacted legislation of interest to the Committee.

The Joint Committee makes necessary studies and surveys and keeps in touch with new developments in the Land-Grant College curricula.

Agency officials are requested to express their views through appropriate channels to the Joint Committee about college training which would best equip potential employees of the Department of Agriculture.

The pattern of rotation of membership on committees has been established, therefore the committee is reconstituted as follows:

Ernest C. Betts, Jr., Chairman

Glenn Hershner

Paul V. Keener

Harry C. Trilogan

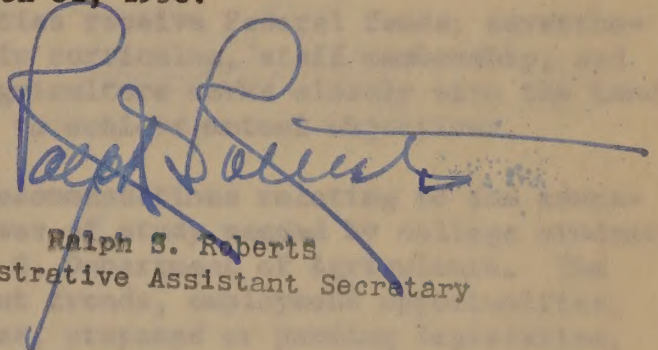
Gladwin Young

C. O. Henderson

Members designated by the Executive Committee of the American Association of Land-Grant Colleges and State Universities are:

President Richard A. Harvill, University of Arizona,
Chairman
Dean Donald Anderson, North Carolina State College of
Agriculture and Engineering
Dean B. Carson, The Ohio State University
President George W. Gore, Jr., Florida Agricultural
and Mechanical University
**Dean W. C. Libby, University of Maine
Dr. Lloyd M. Short, University of Minnesota
Dean Frances L. Zuill, University of Wisconsin

This memorandum supersedes Secretary's Memorandum No. 1412, dated February 11, 1958 and Supplement 1, dated March 31, 1958.


Ralph S. Roberts
Administrative Assistant Secretary

****New Committee Members**

Arnold G. Bente, Jr., Chairman
Clare Bender
Paul V. Kappas
Norman A. Rodachiver
Harry C. Tralogan
Gladys Young
C. B. Henderson

Members designated by the Executive Committee of the American Association of Land-Grant Colleges and State Universities are:

President Richard A. Harvill, University of Arizona,
Chairman
Dean Donald Anderson, North Carolina State College of
Agriculture and Engineering
Dean E. Carson, The Ohio State University
President George W. Gore, Jr., Florida Agricultural
and Mechanical University
**Dean W. C. Libby, University of Maine
Dr. Lloyd M. Short, University of Minnesota
Dean Frances L. Sull, University of Wisconsin

This memorandum supersedes Secretary's Memorandum No. 1412, dated February 11, 1958 and Supplement 1, dated March 31, 1958.

Walter B. Roberts
Administrative Assistant Secretary

**New Committee Members

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

February 27, 1959.

President Richard A. Harvill, University of Arizona,

Chairman MEMORANDUM NO. 1412, REVISED

Dean B. Carson, The Ohio State University

President Gordon
Joint Committee of the Department of Agriculture
and Land-Grant Colleges on Training for
Government Service

Dean W. C. Libby, Cornell University

* Dean John McConnell, Cornell University

Dr. Lloyd M. Short, University of Minnesota

The Joint Committee of the Department of Agriculture and Land-Grant Colleges on Training for Government Service was established in 1936 to develop and encourage close collaboration between the Department of Agriculture and the Land-Grant Colleges and State Universities.

Land-Grant Colleges and State Universities receive Federal funds; nevertheless, they have jurisdiction over their curriculum, staff membership, and academic policy. The Department of Agriculture works closely with the Land-Grant Colleges and State Universities to achieve mutual objectives.

The Department of Agriculture makes recommendations relating to the educational background, training, and courses of study needed by college students to qualify for employment with the U. S. Department of Agriculture. The colleges keep informed about employment trends, employment opportunities, occupational needs, shortage categories, proposed or pending legislation, and enacted legislation of interest to the Committee.

The Joint Committee makes necessary studies and surveys and keeps in touch with new developments in the Land-Grant College curricula.

Agency officials are requested to express their views through appropriate channels to the Joint Committee about college training which would best equip potential employees of the Department of Agriculture.

The committee is constituted as follows:

Ernest C. Betts, Jr., Chairman
Clare Hendee
Paul V. Kepner
Herman A. Rodenhiser
Harry C. Trelogan
Gladwin Young
C. O. Henderson

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

February 27, 1952

MEMORANDUM NO. 1412, REVISED

Joint Committee of the Department of Agriculture
and Land-Grant Colleges on Training for
Government Service

The Joint Committee of the Department of Agriculture and Land-Grant Colleges on Training for Government Service was established in 1936 to develop and encourage close collaboration between the Department of Agriculture and the Land-Grant Colleges and State Universities.

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Clare Hendee
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Herman A. Rodenhiser
Harry C. Trelogan
Gladwin Young
C. O. Henderson

Members designated by the Executive Committee of the American Association of Land-Grant Colleges and State Universities are:

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Chairman

Gordon

Dean B. Carson, The Ohio State University

President George W. Gore, Jr., Florida Agricultural
and Mechanical University

Dean W. C. Libby, University of Maine

* Dean John McConnell, Cornell University

Dr. Lloyd M. Short, University of Minnesota

Dean Frances L. Zuill, University of Wisconsin

This memorandum supersedes Secretary's Memorandum No. 1412, dated
October 17, 1958.

Ralph S. Roberts
Administrative Assistant Secretary

* New Committee Member

The Committee is constituted as follows:

Ernest C. Betts, Jr., Chairman

Clare Hendee, Forest Service

C. O. Henderson, Office of Personnel

* Gerald H. Huffman, Federal Extension Service

Herman A. Rodenhiser, Agricultural Research Service

Harry C. Trelogan, Agricultural Marketing Service

Gladwin Young, Soil Conservation Service

Members designated by the Executive Committee of the American Association of Land-Grant Colleges and State Universities are:

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Chairman

Dean B. Carson, The Ohio State University

President George W. Gore, Jr., Florida Agricultural

and Mechanical University

Dean W. C. Libby, University of Maine

* Dean John McConnell, Cornell University

Dr. Lloyd M. Short, University of Minnesota

Dean Frances L. Kull, University of Wisconsin

This memorandum supersedes Secretary's Memorandum No. 1412, dated October 17, 1958.

Administrative Assistant Secretary

* New Committee Member



DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON

March 15, 1960.

MEMORANDUM NO. 1412, REVISED

Joint Committee of the Department of Agriculture
and Land-Grant Universities on Training for
Government Service

The Joint Committee of the Department of Agriculture and Land-Grant Universities on Training for Government Service was established in 1936 to develop and encourage close collaboration between the Department of Agriculture and the Land-Grant Institutions in training for the public service.

The Joint Committee makes necessary studies and surveys and keeps in touch with new developments in the educational curricula; considers matters relating to the educational background, training, and courses of study needed by college students to qualify for employment with the U. S. Department of Agriculture; and keeps informed about employment trends, employment opportunities, occupational needs, shortage categories, and existing or proposed legislation of interest to the Committee.

Agency officials are requested to express their views through appropriate channels to the Joint Committee about training that will best equip potential employees of the Department of Agriculture.

The Committee is constituted as follows:

- Ernest C. Betts, Jr., Chairman
- Clare Hendee, Forest Service
- C. O. Henderson, Office of Personnel
- * Gerald H. Huffman, Federal Extension Service
- Herman A. Rodenhiser, Agricultural Research Service
- Harry C. Trelogan, Agricultural Marketing Service
- Gladwin Young, Soil Conservation Service



DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON

March 15, 1960.

MEMORANDUM NO. 1412, REVISED

Joint Committee of the Department of Agriculture
and Land-Grant Universities on Training for
Government Service

The Joint Committee of the Department of Agriculture and Land-Grant Universities on Training for Government Service was established in 1958 to develop and encourage close collaboration between the Department of Agriculture and the Land-Grant Institutions in training for the public service.

The Joint Committee makes necessary studies and surveys and keeps in touch with new developments in the educational curriculum; considers matters relating to the educational background, training, and career of study needed by college students to qualify for employment with the U. S. Department of Agriculture; and keeps informed about employment trends, employment opportunities, occupational needs, shortages, categories, and existing or proposed legislation of interest to the Committee.

Agency officials are requested to express their views through appropriate channels to the Joint Committee about training that will best equip potential employees of the Department of Agriculture.

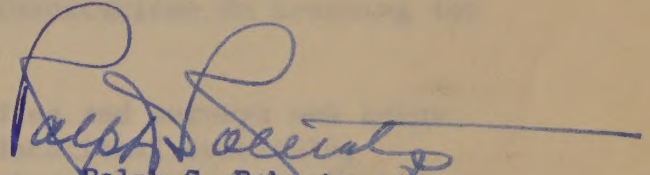
The Committee is constituted as follows:

- Ernest C. Bates, Jr., Chairman
- Clare Hendee, Forest Service
- C. O. Henderson, Office of Personnel
- * Gerald M. Hoffman, Federal Extension Service
- Norman A. Kohnen, Agricultural Research Service
- Harry C. Tolson, Agricultural Marketing Service
- Glenn Young, Soil Conservation Service

Members designated by the Executive Committee of the American Association of Land-Grant Colleges and State Universities are:

President Richard A. Harvill, University of Arizona, Chairman
Vice President, Gordon B. Carson, The Ohio State University
President George W. Gore, Jr., Florida Agricultural and
Mechanical University
Dean W. C. Libby, University of Maine
* Vice President, Milton E. Muelder, Michigan State University
Dr. Lloyd M. Short, University of Minnesota
Dean Frances L. Zuill, University of Wisconsin

This memorandum supersedes Secretary's Memorandum No. 1412, revised February 27, 1959.


Ralph S. Roberts
Administrative Assistant Secretary

* New Committee Members

The Committee is constituted as follows:

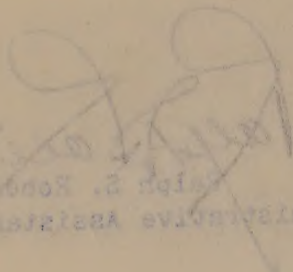
Ernest C. Betts, Jr., Chairman
Glenn Bender, Forest Service
C. B. Henderson, Office of Personnel
Gerald B. Hoffman, Federal Extension Service
Harmon A. Rodenhiser, Agricultural Research Service
Harry C. Trelogan, Agricultural Marketing Service
Gladwin Young, Soil Conservation Service

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President Richard A. Harwell, University of Arizona, Chairman
Vice President, Gordon B. Cohen, The Ohio State University
President George W. Gore, Jr., Florida Agricultural and
Mechanical University
Dean W. C. Libby, University of Maine
* Vice President, Milton E. Wheeler, Michigan State University
Dr. Lloyd H. Short, University of Minnesota
Dean Frances L. Eull, University of Wisconsin

This memorandum supersedes Secretary's Memorandum No. 1412, revised February 27, 1959.


Ralph S. Roberts
Administrative Assistant, Secretary

* New Committee Members

UNITED STATES DEPARTMENT OF AGRICULTURE

Office of the Secretary
Washington 25, D. C.

February 27, 1961

MEMORANDUM NO. 1412, REVISED

Joint Committee of the Department of Agriculture
and Land-Grant Universities on Training for
Government Service

The Joint Committee of the Department of Agriculture and Land-Grant Universities on Training for Government Service was established in 1936 to develop and encourage close collaboration between the Department of Agriculture and the Land-Grant Institutions on training for the public service.

The Joint Committee makes necessary studies and surveys and keeps in touch with new developments in the educational curricula; considers matters relating to the educational background, training, and courses of study needed by college students to qualify for employment with the U. S. Department of Agriculture; and keeps informed about employment trends, employment opportunities, occupational needs, shortage categories, and existing or proposed legislation of interest to the Committee.

Agency officials are requested to express their views through appropriate channels to the Joint Committee about training that will best equip potential employees of the Department of Agriculture.

The Committee is constituted as follows:

Ernest C. Betts, Jr., Chairman
Clare Hendee, Forest Service
C. O. Henderson, Office of Personnel
Gerald H. Huffman, Federal Extension Service
Herman A. Rodenhiser, Agricultural Research Service
Harry C. Trelogan, Agricultural Marketing Service
Gladwin Young, Soil Conservation Service

Members designated by the Executive Committee of the American Association of Land-Grant Colleges and State Universities are:

UNITED STATES DEPARTMENT OF AGRICULTURE

Office of the Secretary
Washington, D. C.

February 27, 1961

MEMORANDUM NO. 111, REVISED

Joint Committee of the Department of Agriculture
and Land-Grant Universities on Training for
Government Service

The Joint Committee of the Department of Agriculture and Land-Grant Universities on Training for Government Service was established in 1955 to develop and encourage close collaboration between the Department of Agriculture and the Land-Grant Institutions in training for the public service.

The Joint Committee makes necessary studies and surveys and keeps in touch with new developments in the educational field, including contacts with the educational field, and makes recommendations and reports to the U. S. Department of Agriculture and Land-Grant Universities on employment trends, employment opportunities, occupational needs, shortage categories, and existing or proposed legislation of interest to the Committee.

Agency officials are requested to express their views through appropriate channels to the Joint Committee about training that will best equip potential employees of the Department of Agriculture.

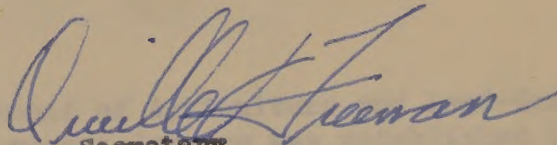
The Committee is constituted as follows:

Robert G. Bell, Jr., Chairman
Clare Hendon, Former Service
U. S. Department, Office of Personnel
Gerald H. Bellman, Federal Extension Service
Norman A. Kinsman, Agricultural Research Service
Harry C. Tolson, Agricultural Marketing Service
Gladys Young, Soil Conservation Service

Members designated by the Executive Committee of the American Association of Land-Grant Colleges and State Universities are:

- *President D. W. Colvard, Mississippi State University, Chairman
- President George W. Gore, Jr., Florida Agricultural & Mechanical University
- *President Edwin D. Harrison, Georgia Institute of Technology
- Dean W. C. Libby, University of Maine
- Vice President Milton E. Muelder, Michigan State University
- *Dean Lure M. Odland, University of Tennessee
- Dr. Lloyd M. Short, University of Minnesota

This memorandum supersedes Secretary's Memorandum No. 1412, revised March 15, 1960.


Secretary

*New Committee Members

The Joint Committee will conduct studies and surveys and keep in touch with new developments in the educational community, coordinate action relating to the educational background, training, and career of state needed by college students to qualify for employment with the U. S. Department of Agriculture, and keep informed about employment trends, employment opportunities, educational needs, shortages, etc., and advising or proposing legislation of interest to the Committee.

Agency officials are requested to express their views through appropriate channels to the Joint Committee about creating that will meet the educational needs of the Department of Agriculture.

The Committee is constituted as follows:

George W. Colvard, Jr., Chairman
Glenn Gooden, Forest Service
F. M. Gooden, Office of Personnel
George E. Hoffman, Federal Extension Service
Thomas A. Schuchman, Agricultural Research Service
Henry C. Trivette, Agricultural Marketing Service
Charles Young, Soil Conservation Service

President H. W. Brown, University of Illinois
President George W. Hart, Jr., American Agricultural & Mechanical University
President H. H. Hart, Georgia Institute of Technology
Dean A. C. Lind, University of Maine
Vice President Allen K. Miller, Michigan State University
Dean James B. O'Neil, University of Tennessee
Dr. Lloyd A. Short, University of Minnesota

This memorandum superseded the memorandum No. 111, revised March 15, 1940.



Very Respectfully,
John G. Sullivan, Director

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D.C.

March 27, 1961

MEMORANDUM NO. 1412, REVISED

Joint Committee of the Department of Agriculture
and Land-Grant Universities on Training for
Government Service

The Joint Committee of the Department of Agriculture and Land-Grant Universities on Training for Government Service was established in 1936 to develop and encourage close collaboration between the Department of Agriculture and the Land-Grant Institutions on training for the public service.

The Joint Committee makes necessary studies and surveys and keeps in touch with new developments in the educational curricula; considers matters relating to the educational background, training, and courses of study needed by college students to qualify for employment with the U. S. Department of Agriculture; and keeps informed about employment trends, employment opportunities, occupational needs, shortage categories, and existing or proposed legislation of interest to the Committee.

Agency officials are requested to express their views through appropriate channels to the Joint Committee about training that will best equip potential employees of the Department of Agriculture.

The Committee is constituted as follows:

Ernest C. Betts, Jr., Chairman
Clare Hendee, Forest Service
C. O. Henderson, Office of Personnel
Gerald H. Huffman, Federal Extension Service
Herman A. Rodenhiser, Agricultural Research Service
Harry C. Trelogan, Agricultural Marketing Service
Gladwin Young, Soil Conservation Service

COMMITTEES

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D.C.

March 27, 1941

MEMORANDUM NO. 1413, REVISED

Joint Committee of the Department of Agriculture
and Land-Grant Universities on Training for
Government Service

The Joint Committee of the Department of Agriculture and Land-Grant Universities on Training for Government Service was established in 1936 to develop and encourage close collaboration between the Department of Agriculture and the Land-Grant Institutions on training for the public service.

The Joint Committee makes necessary studies and surveys and keeps in touch with new developments in the educational curriculum; considers matters relating to the educational background, training, and career of study needed by college students to qualify for employment with the U. S. Department of Agriculture; and keeps informed about employment trends, employment opportunities, occupational needs, and categories, and existing or proposed legislation of interest to the Department.

Agency officials are requested to express their views through appropriate channels to the Joint Committee about training and to keep equally potential employees of the Department of Agriculture.

The Committee is constituted as follows:

Ernest C. Bates, Jr., Chairman
Clara Wendel, Forest Service
C. O. Henderson, Office of Personnel
Gerald H. Hartman, Federal Extension Service
Bernard A. Rosenberger, Agricultural Research Service
Harry C. Threlkeld, Agricultural Marketing Service
Gladys Young, Soil Conservation Service

Members designated by the Executive Committee of the American Association of Land-Grant Colleges and State Universities are:

*President D. W. Colvard, Mississippi State University, Chairman
Vice President Gordon B. Carson, The Ohio State University
President George W. Gore, Jr., Florida Agricultural and
Mechanical University
Dean W. C. Libby, University of Maine
Vice President, Milton E. Muelder, Michigan State University
*Dean Lura M. Odland, University of Tennessee
Dr. Lloyd M. Short, University of Minnesota

This memorandum supersedes Secretary's Memorandum No. 1412, revised February 27, 1961. President Edwin D. Harrison's name is being deleted and Vice President Gordon B. Carson's name restored.

Quill B. Freeman
Secretary

*New Committee Members

... same universities, Johns

Members designated by the Executive Committee of the American Association of Land-Grant Colleges and State Universities are:

- *President D. W. Colvard, Mississippi State University, Chairman
- Vice President Gordon D. Carson, The Ohio State University
- President George W. Gore, Jr., Florida Agricultural and Mechanical University
- Dean W. C. Libby, University of Maine
- Vice President, Milton E. Meeker, Michigan State University
- *Dean J. H. O'Leary, University of Tennessee
- Dr. Lloyd M. Shaw, University of Minnesota

This memorandum supersedes Secretary's Memorandum No. 1014, revised February 27, 1961. President Edwin D. Harrison's name is being deleted and Vice President Gordon D. Carson's name restored.



When Committee Members

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D.C.

January 31, 1962.

MEMORANDUM NO. 1412, Revised

Joint Committee of the Department of Agriculture
and Land-Grant Universities on Training for
Government Service

The Joint Committee of the Department of Agriculture and Land-Grant Universities on Training for Government Service was established in 1936 to develop and encourage close collaboration between the Department of Agriculture and the Land-Grant Institutions on training for the public service.

The Joint Committee makes necessary studies and surveys and keeps in touch with new developments in the educational curricula; considers matters relating to the educational background, training, and courses of study needed by college students to qualify for employment with the U. S. Department of Agriculture; and keeps informed about employment trends, employment opportunities, occupational needs, shortage categories, and existing or proposed legislation of interest to the Committee.

Agency officials, prior to meetings of the Joint Committee, will be requested to express their views on recruiting, training, and related matters which should be brought to the attention of the Committee.

The Committee is comprised of two sections:

Members of the Department of Agriculture Section of the Committee are designated by the Secretary of Agriculture, on a rotation basis by Agencies and by disciplines to serve for a period of three to five years.

- * Carl B. Barnes, Director of Personnel, Co-Chairman
- * E. R. Draheim, Chief, Employee Development Division, Office of Personnel
- * John A. Baker, Director, Agricultural Credit
Gerald H. Huffman, Deputy Administrator, Federal Extension Service
- * W. D. Maclay, Assistant Administrator, Utilization Research and Development, Agricultural Research Service
- * John H. Dean, Deputy General Sales Manager, Foreign Agricultural Service
Harry C. Trelogan, Administrator, Statistical Reporting Service

COMMITTEES
Training for Govt Service, Dept Agl. & Land-Grant Universities, Joint

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D.C.

January 31, 1942

MEMORANDUM NO. 1412, Revised

Joint Committee of the Department of Agriculture
and Land-Grant Universities on Training for
Government Service

The Joint Committee of the Department of Agriculture and Land-Grant Universities on Training for Government Service was established in 1936 to develop and encourage close collaboration between the Department of Agriculture and the Land-Grant Institutions on training for the public service.

The Joint Committee makes necessary studies and surveys and keeps in touch with new developments in the educational curricula; considers matters relating to the educational background, training, and courses of study needed by college students to qualify for employment with the U. S. Department of Agriculture; and keeps informed about employment trends, employment opportunities, occupational needs, shortage categories, and existing or proposed legislation of interest to the Committee.

Agency officials, prior to meetings of the Joint Committee, will be requested to express their views on recruiting, training, and related matters which should be brought to the attention of the Committee.

The Committee is comprised of two sections:

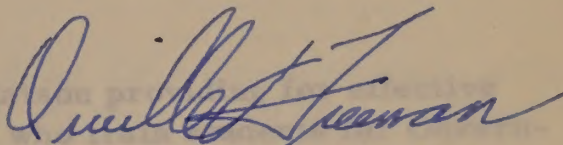
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- * John A. Baker, Director, Agricultural Credit
- Gerald H. Huffman, Deputy Administrator, Federal Extension Service
- * W. D. MacKay, Assistant Administrator, Utilization Research and Development, Agricultural Research Service
- * John H. Dean, Deputy General Sales Manager, Foreign Agricultural Service
- Harry C. Trelogan, Administrator, Statistical Reporting Service

Members of the College Section of the Joint Committee are designated by the Executive Committee of the Association of State Universities and Land-Grant Colleges.

- Pres. D. W. Colvard, Mississippi State University, Co-Chairman
 * Dean C. A. Arents, West Virginia University
 * Dr. Martin L. Faust, University of Missouri
 Pres. George W. Gore, Jr., Florida Agricultural and Mechanical University
 Dean W. C. Libby, University of Maine
 Vice-Pres. Milton E. Muelder, Michigan State University
 Dean Lura M. Odland, University of Tennessee

This memorandum supersedes Secretary's Memorandum No. 1412, Revised March 27, 1961.



Orville L. Freeman
 SECRETARY

* New Committee Members

The Joint Committee serves as a liaison between the Department of Agriculture and Land-Grant Colleges and Universities. The objective is to help the Department of Agriculture and Land-Grant Colleges and Universities to develop and encourage close collaboration between the Department of Agriculture and the Land-Grant Institutions on training for the public service.

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Agency officials, prior to meetings of the Joint Committee, will be requested to express their views on recruiting, training, and related matters which should be brought to the attention of the Committee.

The Committee is comprised of two sections:

Members of the Department of Agriculture Section of the Committee are designated by the Secretary of Agriculture, on a rotation basis.

Members of the College Section of the Joint Committee are designated by the Executive Committee of the Association of State Universities and Land-Grant Colleges.

Pres. D. W. Colvard, Mississippi State University, Co-Chairman
 * Dean C. A. Arnes, West Virginia University
 * Dr. Martin L. Rausch, University of Missouri
 Pres. George W. Gore, Jr., Florida Agricultural and Mechanical University
 Dean W. C. Libby, University of Maine
 Vice-Pres. Milton E. Meisler, Michigan State University
 Dean Lura M. Odland, University of Tennessee

This memorandum supersedes Secretary's Memorandum No. 1412, Revised March 27, 1961.

* New Committee Members

Orville L. Freeman
 Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

January 15 1963

SECRETARY'S MEMORANDUM NO. 1412, REVISED

Joint Committee of the Department of Agriculture
and Land-Grant Universities on Training for
Government Service

The Joint Committee of the Department of Agriculture and Land-Grant Universities on Training for Government Service was established in 1936 to develop and encourage close collaboration between the Department of Agriculture and the Land-Grant Institutions on training for the public service.

The Joint Committee serves as a liaison providing for effective communications between educators who train students for Government service and administrators of the agencies employing the graduates. The objective is to help the educators anticipate the needs for employees with different kinds of training and to keep the employers informed of curricula changes and prospective supplies of trained students. To achieve this objective the Joint Committee makes necessary studies and surveys and keeps in touch with new developments in the educational curricula; considers matters relating to the educational background, training, and courses of study needed by college students to qualify for employment with the U. S. Department of Agriculture; and keeps informed about employment trends, employment opportunities, occupational needs, shortage categories, and existing or proposed legislation of interest to the Committee.

Agency officials, prior to meetings of the Joint Committee, will be requested to express their views on recruiting, training, and related matters which should be brought to the attention of the Committee.

The Committee is comprised of two sections:

Members of the Department of Agriculture Section of the Committee
are designated by the Secretary of Agriculture, on a rotation basis

COMMITTEES *Training for Govt Service, Agl &*
Land-Grant Universities, Joint

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D.C.

RECEIVED BY ADMINISTRATIVE NO. 1413, RECEIVED

Joint Committee of the Department of Agriculture
and Land-Grant Universities on Training for
Governmental Service

The Joint Committee of the Department of Agriculture and Land-Grant Universities on Training for Governmental Service was established in 1930 to develop and encourage close collaboration between the Department of Agriculture and the Land-Grant Universities on training for the public service.

The Joint Committee serves as a liaison providing for effective communication between educators who train students for Governmental service and administrators of the agencies employing the graduates. The objective is to help the educators anticipate the needs for employees with different kinds of training and to keep the employees informed of curricula changes and prospective supplies of trained students. To achieve this objective the Joint Committee makes necessary studies and surveys and keeps in touch with new developments in the educational field; considers matters relating to the educational background, training, and courses of study needed by college students to qualify for employment with the U. S. Department of Agriculture; and keeps informed about employment trends, shortage categories, and existing or proposed legislation of interest to the Committee.

Agency officials, prior to receipt of the Joint Committee, will be requested to express their views on working, training, and related matters which should be brought to the attention of the Committee.

The Committee is composed of two sections:

Members of the Department of Agriculture Section of the Committee
are designated by the Secretary of Agriculture, as follows:

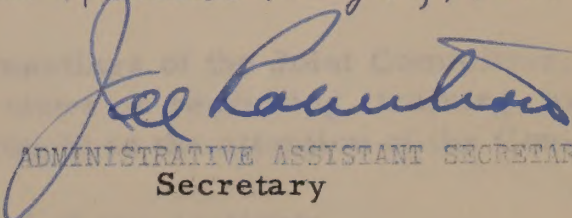
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John A. Baker, Assistant Secretary, Rural Development
and Conservation
John H. Dean, Deputy General Sales Manager, Foreign
Agricultural Service
E. R. Draheim, Chief, Employee Development Division,
Office of Personnel
H. C. Knoblauch, Deputy Administrator, Cooperative
State Experiment Station Service
W. D. Maclay, Assistant Administrator, Utilization
Research and Development, Agricultural Research Service
Harry C. Trelogan, Administrator, Statistical Reporting
Service

Members of the College Section of the Joint Committee are designated
by the Executive Committee of the Association of State Universities
and Land-Grant Colleges.

Pres. D. W. Colvard, Mississippi State University,
Co-Chairman
Dean C. A. Arents, West Virginia University
*Pres. Walter S. Davis, Tennessee Agricultural and
Industrial State University
*Dr. Alton C. Johnson, University of Wisconsin
Dean W. C. Libby, University of Maine
Vice-Pres. Milton E. Muelder, Michigan State University
Dean Lura M. Odland, University of Tennessee

This memorandum supersedes Secretary's Memorandum No. 1412,
Revised, ~~May 31, 1962~~. dated January 31, 1962 and
1412 Revised, Supplement 1, dated May 31, 1962.


ADMINISTRATIVE ASSISTANT SECRETARY
Secretary

* New Committee Members

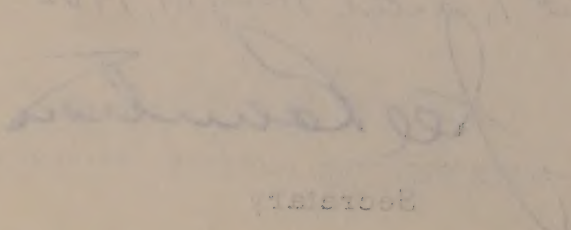
by Agencies and by disciplines to serve for a period of three to five years.

Harry C. Treloar, Administrator, Statistical Reporting
Research and Development, Agricultural Research Service
W. H. Macdonald, Assistant Administrator, Utilization
State Experiment Station Service
H. C. Knobelach, Deputy Administrator, Cooperative
Office of Personnel
E. R. Brashers, Chief, Employee Development Division,
Agricultural Service
John H. Dean, Deputy General Sales Manager, Foreign
and Commercial
John A. Baker, Assistant Secretary, Rural Development
Earl B. Barnes, Director of Personnel, Co-Chairman

Members of the College Section of the Joint Committee are designated
by the Executive Committee of the Association of State Universities
and Land-Grant Colleges.

Dean Lora M. Odland, University of Tennessee
Vice-President, Milton E. Altmeyer, Michigan State University
Dean W. C. Libby, University of Maine
*Dr. Alton C. Johnson, University of Wisconsin
Industrial State University
*Pres. Walter S. Davis, Tennessee Agricultural and
Mechanical University
Dean G. A. Adams, West Virginia University
Co-Chairman
Pres. D. W. Colvard, Mississippi State University

This memorandum supersedes Secretary's Memorandum No. 1412,
dated May 22, 1942, and is effective July 1, 1942.


Secretary

* New Committee Members

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D.C. 20250

~~OFFICE OF PERSONNEL~~

June 17 1964

SECRETARY'S MEMORANDUM NO. 1412, REVISED

Joint Committee of the Department of Agriculture
and Land-Grant Universities on Education for
Government Service

The Joint Committee of the U. S. Department of Agriculture and Land-Grant Universities on Education for Government Service was established in 1936. The major purpose of the Committee is to develop and encourage cooperation between the Department of Agriculture and the Land-Grant Universities in the area of education for public service.

The Joint Committee serves as a liaison providing for effective communications between educators who train students for Government service and administrators of the agencies employing the graduates. The objective is to help the educators anticipate the needs for employees with different kinds of training and to keep the employers informed of curricula changes and prospective supplies of trained students. To achieve this objective the Joint Committee makes necessary studies and surveys and keeps in touch with new developments in the educational curricula; considers matters relating to the educational background, training, and courses of study needed by college students to qualify for employment with the U. S. Department of Agriculture; and keeps informed about employment trends, employment opportunities, occupational needs, shortage categories, and existing or proposed legislation of interest to the Committee.

Agency officials, prior to meetings of the Joint Committee, will be requested to express their views on recruiting, training, and related matters which should be brought to the attention of the Committee.

The Committee is comprised of two sections:

Members of the Department of Agriculture Section of the Committee are designated by the Secretary of Agriculture.

COMMITTEES

Education for Government Service, Dept. Agl & Land-Grant Universities, Govt

June 17 1964

SECRETARY'S MEMORANDUM NO. 1412, REVISED

Joint Committee of the Department of Agriculture
and Land-Grant Universities on Education for
Government Service

The Joint Committee of the U. S. Department of Agriculture and Land-Grant Universities on Education for Government Service was established in 1936. The major purpose of the Committee is to develop and encourage cooperation between the Department of Agriculture and the Land-Grant Universities in the area of education for public service.

The Joint Committee serves as a liaison providing an effective communications between educators who train students for Government service and administrators of the agencies employing the graduates. The objective is to help the educators anticipate the needs for employees with different kinds of training and to keep the employers informed of curricula changes and personnel supplies of trained students. To achieve this objective the Joint Committee makes necessary studies and surveys and keeps in touch with new developments in the educational background, training, considers matters relating to the educational background, training, and courses of study needed by college students to qualify for employment with the U. S. Department of Agriculture; and keeps informed about employment trends, employment opportunities, occupational needs, shortage categories, and existing or proposed legislation of interest to the Committee.

Agency officials, prior to meetings of the Joint Committee, will be requested to express their views on recruiting, training, and related matters which should be brought to the attention of the Committee.

The Committee is composed of two sections:

Members of the Department of Agriculture Section of the Committee are designated by the Secretary of Agriculture.

Those members are:

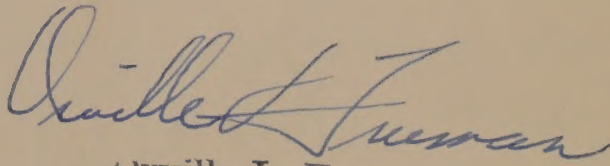
Carl B. Barnes, Director of Personnel, Co-Chairman
John A. Baker, Assistant Secretary, Rural Development
and Conservation
John H. Dean, Deputy General Sales Manager, Foreign
Agricultural Service
E. R. Draheim, Chief, Employee Development Division,
Office of Personnel
H. C. Knoblauch, Associate Administrator, Cooperative
State Research Service
W. D. Maclay, Assistant Administrator, Utilization
Research and Development, Agricultural Research Service
Harry C. Trelogan, Administrator, Statistical Reporting
Service

Members of the College Section of the Joint Committee are designated by the Executive Committee of the Association of State Universities and Land-Grant Colleges. Those members are:

D. W. Colvard, President, Mississippi State University,
Co-Chairman
C. A. Arents, Dean, West Virginia University
Alton C. Johnson, Professor, University of Wisconsin
Milton E. Muelder, Vice-President, Michigan State University
*Richard D. Morrison, President, Alabama Agricultural and
Mechanical College
H. Brooks James, Dean, North Carolina State College of
Agriculture and Engineering
Lura M. Odland, Dean, University of Tennessee

This memorandum supersedes Secretary's Memorandum No. 1412, Revised, dated January 15, 1963, 1412 Revised, Supplement 1, dated February 27, 1963, and 1412 Revised, Supplement 2, dated March 28, 1963.

*New Committee Member


Orville L. Freeman
SECRETARY

Those members are:

Carl B. Barnes, Director of Personnel, Co-Chairman
John A. Baker, Assistant Secretary, Rural Development
and Conservation
John M. Dean, Deputy General Sales Manager, Foreign
Agricultural Service
E. R. Dineen, Chief, Employee Development Division,
Office of Personnel
H. C. Knoblauch, Associate Administrator, Cooperative
State Research Service
W. D. MacKay, Assistant Administrator, Utilization
Research and Development, Agricultural Research Service
Harry C. Trelogan, Administrator, Statistical Reporting
Service

Members of the College Section of the Joint Committee are designated by the Executive Committee of the Association of State Universities and Land-Grant Colleges. Those members are:

D. W. Colvard, President, Mississippi State University,
Co-Chairman
C. A. Arenas, Dean, West Virginia University
Alton C. Johnson, Professor, University of Wisconsin
Milton E. Mascher, Vice-President, Michigan State University
*Richard D. Morrison, President, Alabama Agricultural and
Mechanical College
H. Brooks James, Dean, North Carolina State College of
Agriculture and Engineering
Lura M. Odland, Dean, University of Tennessee

This memorandum superseded Secretary's Memorandum No. 1412, Revised, dated January 15, 1963, 1413 Revised, Supplement 1, dated February 27, 1963, and 1413 Revised, Supplement 2, dated March 28, 1963.

*New Committee Member

Orville L. Freeman
Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE

Office of the Secretary

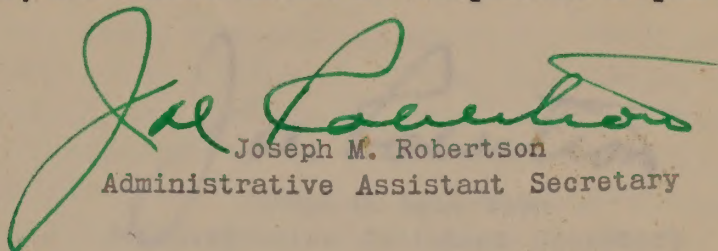
Washington 25, D. C.

May 31, 1962

MEMORANDUM NO. 1412, REVISED, SUPPLEMENT 1

Joint Committee of the Department of Agriculture
and Land-Grant Universities on Training for
Government Service

Memorandum No. 1412, Revised, January 31, 1962, is hereby amended to name Dr. H. C. Knoblauch, Acting Deputy Administrator, Cooperative State Experiment Station Service, as a member of the Joint Committee of the Department of Agriculture and Land-Grant Universities on Training for Government Service. Dr. Knoblauch will replace Gerald H. Huffman, former Deputy Administrator, Federal Extension Service, who has transferred to the Agency for International Development, Department of State.


Joseph M. Robertson
Administrative Assistant Secretary

COMMITTEES

Training for Govt. Service, Dept. Agr. & Land-Grant Univ. Joint)

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

February 27 1963

SECRETARY'S MEMORANDUM NO. 1412, REVISED
SUPPLEMENT 1

Joint Committee of the Department of Agriculture
and Land-Grant Universities on Training for
Government Service

Memorandum No. 1412, Revised, January 15, 1963, is hereby amended to name H. Brooks James, Dean of Agriculture, North Carolina State College of Agriculture and Engineering, as a member of the Joint Committee of the Department of Agriculture and Land-Grant Universities on Training for Government Service. Dean James will replace Dean W. C. Libby, University of Maine.

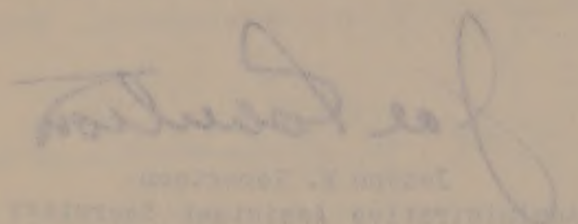
Joe Robertson
Joseph M. Robertson
Administrative Assistant Secretary

COMMITTEES (Training for
Govt. Service, Dept. Agr. & Land-Grant Univ. for

SECRETARY'S MEMORANDUM NO. 1912, REVISED
SUPPLEMENT 1

Joint Committee of the Department of Agriculture
and Land-Grant Universities on Training for
Government Service

Memorandum No. 1912, Revised, January 15, 1932, is hereby
amended to read: H. Brooks James, Dean of Agriculture,
North Carolina State College of Agriculture and Engineering,
as a member of the Joint Committee of the Department of
Agriculture and Land-Grant Universities on Training for
Government Service. Dean James will replace Dean W. C. Libby,
University of Maine.


James H. Brooks
Administrative Assistant Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE

Office of the Secretary

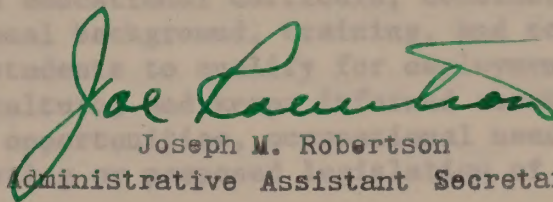
Washington 25, D. C.

March 28 1963

SECRETARY'S MEMORANDUM NO. 1412, REVISED
SUPPLEMENT 2

Joint Committee of the Department of Agriculture
and Land-Grant Universities on Training for
Government Service

Memorandum No. 1412, Revised, January 15, 1963, is hereby amended to name Felton G. Clark, President, Southern University, Baton Rouge, Louisiana, as a member of the Joint Committee of the Department of Agriculture and Land-Grant Universities on Training for Government Service. Dr. Clark will replace Dr. Walter S. Davis, President, Tennessee Agricultural and Industrial State University.


Joseph M. Robertson
Administrative Assistant Secretary

COMMITTEES

Committee - Training for Govt. Service, Dept. of Ag. & Land-Grant universities

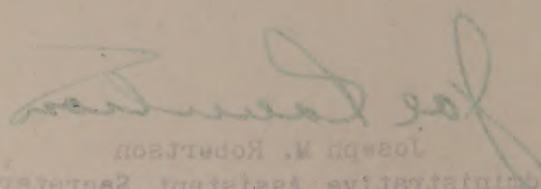
UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

March 28 1963

SECRETARY'S MEMORANDUM NO. 1412, REVISED
SUPPLEMENT 2

Joint Committee of the Department of Agriculture
and Land-Grant Universities on Training for
Government Service

Memorandum No. 1412, Revised, January 15, 1963, is hereby amended to name Felton G. Clark, President, Southern University, Baton Rouge, Louisiana, as a member of the Joint Committee of the Department of Agriculture and Land-Grant Universities on Training for Government Service. Dr. Clark will replace Dr. Walter S. Davis, President, Tennessee Agricultural and Industrial State University.


Joseph M. Robertson
Administrative Assistant Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D.C. 20250

March 13¹⁷, 1967

SECRETARY'S MEMORANDUM NO. 1412, REVISED

Joint Committee of the Department of Agriculture
and Land-Grant Universities on Education for
Government Service

The Joint Committee of the U. S. Department of Agriculture and Land-Grant Universities on Education for Government Service was established in 1936. The major purpose of the Committee is to develop and encourage cooperation between the Department of Agriculture and the Land-Grant Universities in the area of education for public service.

The Joint Committee serves as a liaison providing for effective communications between educators who train students for Government service and administrators of the agencies employing the graduates. The objective is to help the educators anticipate the needs for employees with different kinds of training and to keep the employers informed of curricula changes and prospective supplies of trained students. To achieve this objective the Joint Committee makes necessary studies and surveys and keeps in touch with new developments in the educational curricula; considers matters relating to the educational background, training, and courses of study needed by college students to qualify for employment with the U. S. Department of Agriculture; and keeps informed about employment trends, employment opportunities, occupational needs, shortage categories and existing or proposed legislation of interest to the Committee.

Agency officials, prior to meetings of the Joint Committee, will be requested to express their views on recruiting, training, and related matters which should be brought to the attention of the Committee.

COMMITTEES

Education for Govt Service Dept of Ag & Land-Grant Univ

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D.C. 20250

March 13, 1967

SECRETARY'S MEMORANDUM NO. 1412, REVISED

Joint Committee of the Department of Agriculture
and Land-Grant Universities on Education for
Government Service

The Joint Committee of the U. S. Department of Agriculture and Land-Grant Universities on Education for Government Service was established in 1938. The major purpose of the Committee is to develop and encourage cooperation between the Department of Agriculture and the Land-Grant Universities in the area of education for public service.

The Joint Committee serves as a liaison providing for effective communications between educators who train students for Government service and administrators of the agencies employing the graduates. The objective is to help the educators anticipate the needs for employees with different kinds of training and to keep the employees informed of curricula changes and prospective supplies of trained students. To achieve this objective the Joint Committee makes necessary studies and surveys and keeps in touch with new developments in the educational curricula; considers matters relating to the educational background, training, and courses of study needed by college students to qualify for employment with the U. S. Department of Agriculture; and keeps informed about employment trends, employment opportunities, occupational needs, shortages, categories and existing or proposed legislation of interest to the Committee.

Agency officials, prior to meetings of the Joint Committee, will be requested to express their views on recruiting, training, and related matters which should be brought to the attention of the Committee.

The Committee is comprised of two sections:

Members of the Department of Agriculture Section of the Committee are designated by the Secretary of Agriculture. Those members are:

Carl B. Barnes, Director of Personnel, Co-Chairman
John A. Baker, Assistant Secretary, Rural Development
and Conservation

*Clarence R. Eskildsen, Deputy Assistant Secretary for
International Affairs

E. R. Draheim, Chief, Employee Development, Safety &
Welfare Division, Office of Personnel

*T. S. Ronningen, Assistant Administrator
Cooperative State Research Service

*F. J. Mulhern, Acting Deputy Administrator,
Agricultural Research Service

Harry C. Trelogan, Administrator, Statistical Reporting
Service

Members of the College Section of the Joint Committee are designated by the Executive Committee of the National Association of State Universities and Land-Grant Colleges. Those members are:

*John W. Lederle, President, University of Massachusetts
Co-Chairman

C. A. Arents, Dean, West Virginia University

Keith N. McFarland, Dean, University of Minnesota

*Eldon L. Johnson, Vice-President, University of Illinois

Richard D. Morrison, President, Alabama Agricultural and
Mechanical College

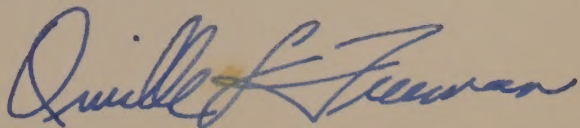
H. Brooks James, Dean, North Carolina State College of
Agriculture and Engineering

Lura M. Odland, Dean, University of Tennessee

SUPERSEDED MEMORANDA

This memorandum supersedes all previous Secretary's Memoranda No. 1412 and their revisions.

*New Committee Member



The Committee is composed of two sections:

Members of the Department of Agriculture Section of the Committee are designated by the Secretary of Agriculture. Those members are:

Carl R. Barnes, Director of Personnel, Co-Chairman
John A. Baker, Assistant Secretary, Rural Development and Conservation
Clarence R. Eskildsen, Deputy Assistant Secretary for International Affairs
E. R. Drabheim, Chief, Employee Development, Safety & Welfare Division, Office of Personnel
*T. S. Ronningen, Assistant Administrator
Cooperative State Research Service
*F. J. Muir, Acting Deputy Administrator, Agricultural Research Service
Harry C. Trelogan, Administrator, Statistical Reporting Service

Members of the College Section of the Joint Committee are designated by the Executive Committee of the National Association of State Universities and Land-Grant Colleges. Those members are:

*John W. Lederle, President, University of Massachusetts
Co-Chairman
C. A. Arnts, Dean, West Virginia University
Keith M. McFarland, Dean, University of Minnesota
*Elton L. Johnson, Vice-President, University of Illinois
Richard D. Morrison, President, Alabama Agricultural and Mechanical College
H. Brooks James, Dean, North Carolina State College of Agriculture and Engineering
Lura M. Odland, Dean, University of Tennessee

SUPERSEDED MEMORANDA

This memorandum supersedes all previous Secretary's Memoranda No. 1A12 and their revisions.

*New Committee Member



UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D.C. 20250

March 14 1968

SECRETARY'S MEMORANDUM NO. 1412, REVISED

OFFICIAL
SECRETARY'S FILES

FILED
SECY'S RECORDS & COM. DIV.

Joint Committee of the Department of Agriculture
and Land-Grant Universities on Education for
Government Service

The Joint Committee of the U.S. Department of Agriculture and Land-Grant Universities on Education for Government Service was established in 1936. The major purpose of the Committee is to develop and encourage cooperation between the Department of Agriculture and the Land-Grant Universities in the area of education for public service.

The Joint Committee serves as a liaison providing for effective communications between educators who train students for Government service and administrators of the agencies employing the graduates. The objective is to help the educators anticipate the needs for employees with different kinds of training and to keep the employers informed of curricula changes and prospective supplies of trained students. To achieve this objective the Joint Committee makes necessary studies and surveys and keeps in touch with new developments in the educational curricula; considers matters relating to the educational background, training, and courses of study needed by college students to qualify for employment with the U.S. Department of Agriculture; and keeps informed about employment trends, employment opportunities, occupational needs, shortage categories and existing or proposed legislation of interest to the Committee.

Agency officials, prior to meetings of the Joint Committee, will be requested to express their views on recruiting, training, and related matters which should be brought to the attention of the Committee.

The Committee is comprised of two sections:

Members of the Department of Agriculture Section of the Committee are designated by the Secretary of Agriculture. Those members are:

COMMITTEES

(Education for Gov. Service, Joint)

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D.C. 20250

SECRETARY'S MEMORANDUM NO. 1412, REVISED

Joint Committee of the Department of Agriculture and Land-Grant Universities on the National Land-Grant Service

The Joint Committee of the U.S. Department of Agriculture and Land-Grant Universities on National Land-Grant Service was established in 1955. The major purpose of the Committee is to develop and encourage cooperation between the Department of Agriculture and the Land-Grant Universities in the area of education for public service.

The Joint Committee serves as a liaison providing for effective communication between educators who train students for Government service and administrators of the agencies employing the graduates. The objective is to help the students anticipate the needs for employees with different kinds of training and to help the employees adjust to curricular changes and responsibilities of their students. To achieve this objective the Joint Committee serves as a liaison between the two groups and keeps in touch with new developments in the educational background, training, and needs of students by college students to qualify for employment with the U.S. Department of Agriculture and Land-Grant Universities. The Joint Committee also serves as a liaison between the two groups and keeps in touch with new developments in the educational background, training, and needs of students by college students to qualify for employment with the U.S. Department of Agriculture and Land-Grant Universities. The Joint Committee also serves as a liaison between the two groups and keeps in touch with new developments in the educational background, training, and needs of students by college students to qualify for employment with the U.S. Department of Agriculture and Land-Grant Universities.

Agency officials, after consultation with the Joint Committee, will be requested to express their views on recommendations, changes, and other matters which should be brought to the attention of the Committee.

The Committee is composed of two members:

Members of the Department of Agriculture: The Secretary of Agriculture, or his designee, and the Assistant Secretary for Education. These members are:

Carl B. Barnes, Director of Personnel, Co-Chairman
John A. Baker, Assistant Secretary, Rural Development
and Conservation

*Martin E. Abel, Deputy Assistant Secretary for
International Affairs

E. R. Draheim, Chief, Employee Development, Safety and
Welfare Division, Office of Personnel

T. S. Ronningen, Acting Associate Administrator,
Cooperative State Research Service

F. J. Mulhern, Deputy Administrator, Agricultural Research
Service

Harry C. Trelogan, Administrator, Statistical Reporting
Service

Members of the College Section of the Joint Committee are designated by the Executive Committee of the National Association of State Universities and Land-Grant Colleges. Those members are:

John W. Lederle, President, University of Massachusetts,
Co-Chairman

C. A. Arents, Dean, West Virginia University

Keith N. McFarland, Director of Resident Instruction and
Assistant Dean, University of Minnesota

Eldon L. Johnson, Vice-President, University of Illinois

Richard D. Morrison, President, Alabama Agricultural and
Mechanical College

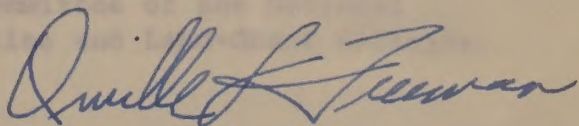
H. Brooks James, Dean, North Carolina State University of
Agriculture and Engineering

Lura M. Odland, Dean, University of Tennessee

SUPERSEDED MEMORANDA

This memorandum supersedes all previous Secretary's Memoranda No. 1412 and their revisions.

*New Committee Member



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Secretary's Record & Comm.Div.

Carl H. Barnes, Director of Personnel, Co-Chairman
John A. Baker, Assistant Secretary, Rural Development
and Conservation
Martin E. Abel, Deputy Assistant Secretary for
International Affairs
E. R. Drabheim, Chief, Employee Development, Safety and
Welfare Division, Office of Personnel
T. S. Romington, Acting Associate Administrator,
Cooperative State Research Service
F. J. Muirhead, Deputy Administrator, Agricultural Research
Service
Harry C. Trelogan, Administrator, Statistical Reporting
Service

Members of the College Section of the Joint Committee are designated by the Executive Committee of the National Association of State Universities and Land-Grant Colleges. Those members are:

John W. Lederle, President, University of Massachusetts,
Co-Chairman
C. A. Arenas, Dean, West Virginia University
Keith W. McFarland, Director of Resident Instruction and
Assistant Dean, University of Minnesota
Edison L. Johnson, Vice-President, University of Illinois
Richard D. Morrison, President, Alabama Agricultural and
Mechanical College
H. Brooks James, Dean, North Carolina State University of
Agriculture and Engineering
Lura M. Odland, Dean, University of Tennessee

SUBMITTED MEMORANDA

This memorandum supersedes all previous Secretary's Memoranda No. 1412 and their revisions.

*New Committee Member

Processed for Reproduction
Secretary's Record & Comm. Div.

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D.C. 20250

February 18 1969

SECRETARY'S MEMORANDUM NO. 1412, REVISED

Joint Committee of the Department of Agriculture and the
National Association of State Universities and Land-Grant Colleges
on Education for Government Service

The Joint Committee of the U.S. Department of Agriculture and the National Association of State Universities and Land-Grant Colleges on Education for Government Service was established in 1936. The major purpose of the Committee is to develop and encourage cooperation between the Department of Agriculture and State Universities and Land-Grant Colleges in the area of education for the public service.

The Joint Committee serves as a liaison providing for effective communications between educators who train students for Government service and administrators of the agencies employing the graduates. The objective is to help the educators anticipate the needs for employees with different kinds of training and to keep the employers informed of curricula changes and prospective supplies of trained students. To achieve this objective the Joint Committee makes necessary studies and surveys and keeps in touch with new developments in the educational curricula; considers matters relating to the educational background, training, and courses of study needed by college students to qualify for employment with the U.S. Department of Agriculture; and keeps informed about employment trends, employment opportunities; occupational needs, shortage categories and existing or proposed legislation of interest to the Committee.

Agency officials, prior to meetings of the Joint Committee, will be requested to express their views on manpower needs, recruiting, training, and related matters which should be brought to the attention of the Committee.

The Committee is comprised of two sections:

Members of the College Section of the Joint Committee are designated by the Executive Committee of the National Association of State Universities and Land-Grant Colleges. Those members are:

Eldon L. Johnson, Vice-President, University of Illinois,
Co-Chairman

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D.C. 20250

February 18 1943

SECRETARY'S MEMORANDUM NO. 1412, REVISED

Joint Committee of the Department of Agriculture and the
National Association of State Universities and Land-Grant Colleges
on Education for Government Service

The Joint Committee of the U.S. Department of Agriculture and the National Association of State Universities and Land-Grant Colleges on Education for Government Service was established in 1936. The major purpose of the Committee is to develop and encourage cooperation between the Department of Agriculture and State Universities and Land-Grant Colleges in the area of education for the public service.

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Agency officials, prior to meetings of the Joint Committee, will be requested to express their views on manpower needs, recruiting, training, and related matters which should be brought to the attention of the Committee.

The Committee is comprised of two sections:

Members of the College Section of the Joint Committee are
designated by the Executive Committee of the National
Association of State Universities and Land-Grant Colleges.
Those members are:

Elton L. Johnson, Vice-President, University of Illinois,
Co-Chairman

C. A. Arents, Dean, College of Engineering, West Virginia University

*J. D. Boyd, President, Alcorn Agricultural and Mechanical College, Lorman, Mississippi

*H. M. Briggs, President, South Dakota State University

*Edward W. Glazener, Director of Resident Instruction, North Carolina State University

Keith N. McFarland, Director of Resident Instruction and Assistant Dean, Institute of Agriculture, University of Minnesota

Richard D. Morrison, President, Alabama Agricultural and Mechanical College

Members of the Department of Agriculture Section of the Committee are designated by the Secretary of Agriculture. Those members are:

Carl B. Barnes, Director of Personnel, Co-Chairman

E. R. Draheim, Chief, Employee Development, Safety and Welfare Division, Office of Personnel

*Alfred L. Edwards, Deputy Assistant Secretary for Rural Development and Conservation

F. J. Mulhern, Deputy Administrator, Agricultural Research Service

*N. P. Ralston, Deputy Director, Science and Education

T. S. Ronningen, Assistant Administrator, Cooperative State Research Service

Harry C. Trelogan, Administrator, Statistical Reporting Service

SUPERSEDED MEMORANDA

This memorandum supersedes all previous Secretary's Memoranda No. 1412 and their revisions.

The Committee is composed of two sections:

Members of the College Section of the Joint Committee are designated by the Executive Committee of the National Association of State Universities and Land-Grant Colleges. Those members are:

*William E. McDaniel, Dean, College of Agriculture, University of Delaware, Co-Chairman

*New Committee Member

*Joseph V. Exile, Associate Dean, College of Agriculture, New Mexico State University

*C.L. Ellison, Chairman, Division of Agriculture, Fort Valley State College

Approved
2/18/69
Clifford M. Hardin
Secretary Agriculture

Members of the Department of Agriculture Section of the Committee
are designated by the Secretary of Agriculture. Those members
are:

Richard D. Morrison, President, Alabama Agricultural and
Mechanical College
Assistant Dean, Institute of Agriculture, University of
North Carolina State University
Edward W. Glazener, Director of Resident Instruction,
*H. M. Briggs, President, South Dakota State University
College, Lorman, Mississippi
*J. D. Boyd, President, Auburn Agricultural and Mechanical
University
C. A. Arantes, Dean, College of Engineering, West Virginia

Harry C. Trelagan, Administrator, Statistical Reporting
Research Service
*N. F. Ralston, Deputy Director, Science and Education
T. S. Ronningen, Assistant Administrator, Cooperative State
Service
F. J. Mulhern, Deputy Administrator, Agricultural Research
Development and Conservation
*Allred L. Edwards, Deputy Assistant Secretary for Rural
Welfare Division, Office of Personnel
E. R. Drabheim, Chief, Employee Development, Safety and
Carl B. Barnes, Director of Personnel, Co-Chairman

SUPERSEDED MEMORANDA

This memorandum supersedes all previous Secretary's Memoranda No. 1412
and their revisions.

Copy 2/18/61
Copy 1/18/61

Clifford M. Hardin
Secretary Agriculture

*New Committee Member

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D.C. 20250

February 18 1971

SECRETARY'S MEMORANDUM NO. 1412, REVISED

Joint Committee of the Department of Agriculture and the
National Association of State Universities and Land-Grant Colleges
on Education for Government Service

The Joint Committee of the U.S. Department of Agriculture and the National Association of State Universities and Land-Grant Colleges on Education for Government Service was established in 1936. The major purpose of the Committee is to develop and encourage cooperation between the Department of Agriculture and State universities and land-grant colleges in the area of education for the public service.

The Joint Committee serves as a liaison providing for effective communications between educators who train students for Government service and administrators of the agencies employing the graduates. The objective is to help the educators anticipate the needs for employees with different kinds of training and to keep the employers informed of curricula changes and prospective supplies of trained students. To achieve this objective, the Joint Committee makes necessary studies and surveys and keeps in touch with new developments in the educational curricula; considers matters relating to the educational background, training, and courses of study needed by college students to qualify for employment with the U.S. Department of Agriculture; and keeps informed about employment trends, employment opportunities, existing occupational needs, shortage categories; and existing or proposed legislation of interest to the Committee.

Agency officials, prior to meetings of the Joint Committee, will be requested to express their views on manpower needs, recruiting, training, and related matters which should be brought to the attention of the Committee.

The Committee is comprised of two sections:

Members of the College Section of the Joint Committee are designated by the Executive Committee of the National Association of State Universities and Land-Grant Colleges. Those members are:

- *William E. McDaniel, Dean, College of Agricultural Sciences,
University of Delaware, Co-Chairman
- * Joseph V. Enzie, Associate Dean, College of Agriculture, New
Mexico State University
- *C.L. Ellison, Chairman, Division of Agriculture, Fort Valley
State College

COMMITTEES *(Education for Government Service, Joint)*

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D.C. 20250

FEBRUARY 19 1937

SECRETARY'S MEMORANDUM NO. 1412, REVISED

Joint Committee of the Department of Agriculture and the
National Association of State Universities and Land-Grant Colleges
on Education for Government Service

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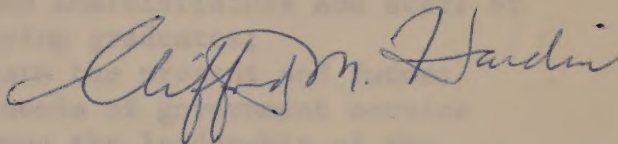
- *Eva L. Goble, Dean, School of Home Economics, Purdue University
- *John A. Goodding, Assistant Dean, College of Agriculture,
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- *C. E. Lindley, Dean, College of Agriculture, Mississippi State
University
- *Richard H. Merritt, Director of Resident Instruction, Rutgers
State University

Members of the Department of Agriculture Section of the Joint Com-
mittee are designated by the Secretary of Agriculture. Those members
are:

- Carl B. Barnes, Director of Personnel, Co-Chairman
- Alfred L. Edwards, Deputy Assistant Secretary for Rural
Development and Conservation
- F. J. Mulhern, Associate Administrator, Agricultural Research
Service
- N. P. Ralston, Associate Director, Science and Education
- T. S. Ronningen, Assistant Administrator, Cooperative State
Research Service
- *Jerome B. Siebert, Assistant to the Under Secretary
- Harry C. Trelogan, Administrator, Statistical Reporting Service

SUPERSEDED MEMORANDA

This memorandum supersedes all previous Secretary's Memoranda No. 1412,
and their revisions.



*New Committee Member

Clifford M. Hardin
Secretary of Agriculture

In order to achieve these goals, the Joint Committee on Education for
Government Service will conduct studies and surveys of content of study
needed by college students to qualify them for employment in government
service; develop appropriate reports dealing with new developments in

COMMITTEE (Education for Government Service)

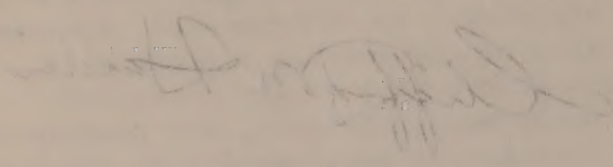
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Harry C. Treloar, Administrator, Statistical Reporting Service

SUPERSEDED MEMORANDA

This memorandum supersedes all previous Secretary's Memoranda No. 1412,
and their revisions.



Richard H. Merritt
Secretary of Agriculture

*New Committee Member

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D.C. 20250

NOV 26 1971

SECRETARY'S MEMORANDUM NO. 1412, REVISED

Joint Committee of the Department of Agriculture and the
National Association of State Universities and Land-Grant Colleges
on Education for Government Service

The Joint Committee of the U.S. Department of Agriculture and the National Association of State Universities and Land-Grant Colleges on Education for Government Service was established in 1936. The major purpose of the Committee is to develop and encourage cooperation between the Department of Agriculture and State universities and land-grant colleges in the area of education for the public service.

The Joint Committee has three specific goals:

- To keep government service employers informed of present and anticipated curricula and program changes by providing for effective communications between the administration and faculty of educational institutions training students for government service, and administrators and staff of government agencies employing graduates;
- To help educators anticipate the present and future educational and training needs of government service employees by promoting among the leadership of the Department of Agriculture and Federal, State and local agencies a fuller utilization of the capabilities of educational institutions for training employees for government service;
- To determine the prospective supplies of students educated and trained by educational institutions in the various areas of subject matter and specialization by identifying organizational and communications channels or programs and activities within colleges of agriculture or home economics to assist their leadership achieve the goals and objectives of this Committee.

In order to achieve these goals, the Joint Committee on Education for Government Service will conduct studies and surveys of courses of study needed by college students to qualify them for employment in government service; develop appropriate reports dealing with new developments in

UNITED STATES DEPARTMENT OF AGRICULTURE
BUREAU OF THE CENSUS
WASHINGTON, D.C. 20250

REPORT OF THE COMMISSIONER OF AGRICULTURE

Joint Committee on the Organization of the Department of Agriculture and the
Bureau of the Census, 1941-1942

The Joint Committee on the Organization of the Department of Agriculture and the
Bureau of the Census, 1941-1942, was organized in 1941. Its
major purpose was to study the organization of the Department of Agriculture and the
Bureau of the Census and to make recommendations for their improvement.

The Joint Committee has three main goals:

- To help government workers employ their talents to the best advantage and to help them advance in their careers by providing for them the necessary training and experience.
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In order to achieve these goals, the Joint Committee on the Organization of the Department of Agriculture and the Bureau of the Census, 1941-1942, has made the following recommendations:

educational curricula and programs; compile and distribute information about government employment trends; identify specific occupational needs for improving government programs; identify shortage categories and develop programs for filling the needs of government service employers; and study the adequacy of existing legislation and, where necessary, propose new legislation to provide the quality of manpower required to government service.

Agency officials, prior to meetings of the Joint Committee, will be requested to express their views on manpower needs, recruiting, training and related matters which should be brought to the attention of the Committee.

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Fort Valley State College
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C. E. Lindley, Dean, College of Agriculture,
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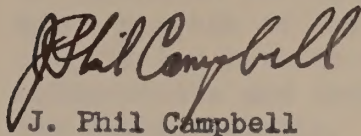
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S. B. Pranger, Director of Personnel, Co-Chairman
Alfred L. Edwards, Deputy Assistant Secretary for
Rural Development and Conservation
John R. McGuire, Associate Chief, Forest Service

N. P. Ralston, Associate Director, Science and
Education
T. S. Ronningen, Assistant Administrator, Cooperative
State Research Service
Jerome B. Siebert, Assistant to the Administrator,
Consumer and Marketing Service
Harry C. Trelogan, Administrator, Statistical
Reporting Service

SUPERSEDED MEMORANDA

This memorandum supersedes all previous Secretary's Memoranda No. 1412,
and their revisions.



J. Phil Campbell
Acting Secretary

W. T. Wilson, Associate Director, Bureau and
Director
J. J. Kinnaman, Assistant Administrator, Cooperative
State and Local Service
James J. Stewart, Assistant to the Administrator,
Domestic and Foreign Service
Henry H. Wilson, Assistant Secretary, Statistical
Reporting Service

EXHIBIT 22

This document contains all previous documents in this
and chain of custody.

[Handwritten signature]
J. J. Kinnaman
Assistant Administrator

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

July 16, 1975

SECRETARY'S MEMORANDUM NO. 1412, REVISED

Joint Committee of the Department of Agriculture and the
National Association of State Universities and Land-Grant Colleges
on Education for Government Service

The Joint Committee of the U.S. Department of Agriculture and the National Association of State Universities and Land-Grant Colleges on Education for Government Service was established in 1936. The major purpose of the Committee is to develop and encourage cooperation between the Department of Agriculture and State universities and land-grant colleges in the area of education for the public service.

The Joint Committee has three specific goals:

- To keep government service employees informed of present and anticipated curricula and program changes by providing for effective communications between the administration and faculty of educational institutions training students for government service, and administrators and staff of government agencies employing graduates;
- To help educators anticipate the present and future educational and training needs of government service employees by promoting among the leadership of the Department of Agriculture and Federal, State and local agencies a fuller utilization of the capabilities of educational institutions for training employees for government service;
- To determine the prospective supplies of students educated and trained by educational institutions in the various areas of subject matter and specialization by identifying organizational and communications channels or programs and activities within colleges of agriculture or home economics to assist their leadership achieve the goals and objectives of this Committee.

In order to achieve these goals, the Joint Committee on Education for Government Service will conduct studies and surveys of courses of study needed by college students to qualify them for employment in government service; develop appropriate reports dealing with new developments in educational curricula and programs; compile and distribute information about government employment trends; identify specific occupational needs for improving government programs; identify shortage categories and develop programs for filling the needs of government service employers; and study the adequacy of existing legislation and, where necessary, propose new legislation to provide the quality of manpower required for government service.

COMMITTEES *(Education for Government Service Joint)*

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

July 18, 1957

SECRETARY'S MEMORANDUM NO. 1411, REVISED

Joint Committee of the Department of Agriculture and the
National Association of State Universities and Land-Grant Colleges
on Education for Government Service

The Joint Committee of the U. S. Department of Agriculture and the
National Association of State Universities and Land-Grant Colleges
on Education for Government Service was established in 1936. The
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cooperation between the Department of Agriculture and State
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the public service.

The Joint Committee has three specific goals:

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of educational institutions for training employees for government
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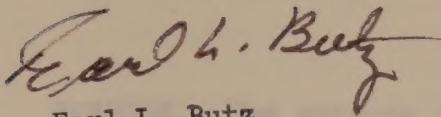
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identify shortage categories and develop programs for filling the
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existing legislation and, where necessary, propose new legislation
to provide the quality of manpower required for government service.

Agency officials, prior to meetings of the Joint Committee, will be requested to express their views on manpower needs, recruiting, training and related matters which should be brought to the attention of the Committee.

The Committee is comprised of two sections. The attachment indicates the Members of the College Section and the Members of the Department of Agriculture Section.

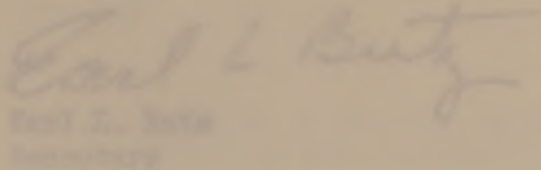
SUPERSEDED MEMORANDA

This memorandum supersedes all previous Secretary's Memoranda No. 1412, and their revisions.



Earl L. Butz
Secretary

Attachment



Earl L. Butz
Secretary

ATTACHMENT

Agency officials, prior to meetings of the Joint Committee, will be requested to express their views on manpower needs, resulting training and related matters which should be brought to the attention of the Committee.

The Committee is comprised of two sections. The attachment indicates the Members of the College Section and the Members of the Department of Agriculture Section.

SUBMITTED MEMORANDUM

This memorandum summarizes all previous Secretary's Memoranda No. 1412, and their revisions.

Carl L. Butz

Carl L. Butz
Secretary

Attachment

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D.C. 20250

May 12, 1976

SECRETARY'S MEMORANDUM NO. 1412, REVISED, SUPPLEMENT 1

Joint Committee of the Department of Agriculture and the
National Association of State Universities and Land-Grant
Colleges on Education for Government Service

PURPOSE. The purpose of the revised attachment is to update
Committee membership. Mr. Allan Johnson (ERS) is replacing
Dr. William Motes on the Committee.

Earl L Butz

Earl L. Butz
Secretary

Attachment

1976
Earl L. Butz
Secretary

COMMITTEES (Education for Government Service)

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D.C. 20250

May 12, 1970

SECRETARY'S MEMORANDUM NO. 1411, REVISED, SUPPLEMENT 1

Joint Committee of the Department of Agriculture and the
National Association of State Universities and Land-Grant
Colleges on Education for Government Service

Purpose. The purpose of the revised attachment is to update
Committee membership. Mr. Allan Johnson (1963) is replacing
Mr. William Moses on the Committee.

Paul L. Butz
Paul L. Butz
Secretary

Attachment

JOINT COMMITTEE OF THE DEPARTMENT OF AGRICULTURE
AND THE NATIONAL ASSOCIATION OF STATE UNIVERSITIES AND
LAND-GRANT COLLEGES ON EDUCATION FOR GOVERNMENT SERVICE

Members of the College Section of the Joint Committee are designated by the Executive Committee of the National Association of State Universities and Land-Grant Colleges. Those members are:

Carroll V. Hess, Dean, College of Agriculture
Kansas State University, Co-Chairman
Darrel S. Metcalfe, Director, Resident Instruction, College
of Agriculture, University of Arizona
Margaret W. Mangel, Director, School of Home Economics,
University of Missouri
John A. Goodding, Assistant Dean, College of Agriculture,
University of Minnesota
C. E. Lindley, Dean, College of Agriculture, Mississippi
State University
Richard H. Merritt, Dean of Instruction, Cook College,
(Agriculture and Environmental Sciences), Rutgers State
University
Vacancy

Members of the Department Agriculture Section of the Joint Committee are designated by the Secretary of Agriculture. Those members are:

S. B. Pranger, Director of Personnel, USDA, Co-Chairman
R. E. Buckman, Associate Deputy Chief, Forest Service, USDA
Grace L. Ostenso, Director, Nutrition and Technical Services
Staff, Food and Nutrition Service, USDA
T. B. Kinney, Jr., Assistant Administrator, Livestock and
Veterinary Services, Agricultural Research Service, USDA
Verne M. Bathurst, Deputy Administrator for Management, Soil
Conservation Service, USDA
Allan S. Johnson, Assistant Administrator for Management,
Economic Research Service, USDA
T. G. Darling, Assistant Deputy Administrator, Plant
Protection and Quarantine, Animal and Plant Health
Inspection Service, USDA

Earl L Butz

1976
Earl L. Butz
Secretary

2

JOINT COMMITTEE OF THE DEPARTMENT OF AGRICULTURE
AND THE NATIONAL ASSOCIATION OF STATE UNIVERSITIES AND
LAND-GRANT COLLEGES ON COOPERATION FOR GOVERNMENT SERVICE

Members of the Joint Section of the Joint Committee are designated by the Executive Committee of the National Association of State Universities and Land-Grant Colleges. Those members are:

Garrett V. Howe, Dean, College of Agriculture
Kansas State University, Co-Chairman
Harold S. Hays, Director, Assistant Instruction, College
of Agriculture, University of Arkansas
Margaret W. Hays, Director, School of Home Economics,
University of Missouri
John A. Gooding, Assistant Dean, College of Agriculture,
University of Minnesota
C. E. Kinsley, Dean, College of Agriculture, Mississippi
State University
Richard H. Martin, Dean of Instruction, Cook College,
(Agriculture and Environmental Sciences), Rutgers State
University
Vacancy

Members of the Department Agriculture Section of the
Joint Committee are designated by the Secretary of Agriculture.
Those members are:

S. B. Freeman, Director of Extension, USDA, Co-Chairman
R. E. Bushman, Assistant Deputy Chief, Forest Service, USDA
Grace J. Gurnea, Director, Nutrition and Technical Services
Staff, Food and Nutrition Service, USDA
T. B. Kinsley, Jr., Assistant Administrator, Livestock and
Veterinary Services, Agricultural Research Service, USDA
Vernon M. Roberts, Deputy Administrator for Management, Soil
Conservation Service, USDA
Allan S. Johnson, Assistant Administrator for Management,
Economic Research Service, USDA
T. G. Gearing, Assistant Deputy Administrator, Pesticide
Protection and Quarantine, Animal and Plant Health
Inspection Service, USDA

Carl J. Hart

1975
Carl J. Hart
Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

November 9, 1977

SECRETARY'S MEMORANDUM NO. 1412, REVISED

Joint Committee of the Department of Agriculture and the
National Association of State Universities and Land-Grant Colleges
on Education for Government Service

The Joint Committee of the U.S. Department of Agriculture and the National Association of State Universities and Land-Grant Colleges on Education for Government Service was established in 1936. The major purpose of the Committee is to develop and encourage cooperation between the Department of Agriculture and State Universities and land-grant colleges in the area of education for the public service.

The Joint Committee has three specific goals:

- To keep government service employees informed of present and anticipated curricula and program changes by providing for effective communications between the administration and faculty of educational institutions training students for government service, and administrators and staff of government agencies employing graduates;
- To help educators anticipate the present and future educational and training needs of government service employees by promoting among the leadership of the Department of Agriculture and Federal, State and local agencies a fuller utilization of the capabilities of educational institutions for training employees for government service;
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In order to achieve these goals, the Joint Committee on Education for Government Service will conduct studies and surveys of courses of study needed by college students to qualify them for employment in government service; develop appropriate reports dealing with new developments in educational curricula and programs; compile and

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COMMITTEES

Education for Government Service

SECRETARY'S MEMORANDUM NO. 141, REVISED

Joint Committee of the Department of Agriculture and the
National Association of State Universities and Land-Grant Colleges
on Education for Government Service

The Joint Committee of the U.S. Department of Agriculture and the
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Federal, State and local agencies a better utilization of the
capabilities of educational institutions for training employees
for government service;
 - To determine the prospective supplies of students, educated and
trained by educational institutions in the various areas of
subject matter and specialization for identification of educational
and occupational channels or programs and activities within
colleges of agriculture or those recommended to assist them.
Leadership achieve the goals and objectives of this Committee.
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government service; develop appropriate reports dealing with new
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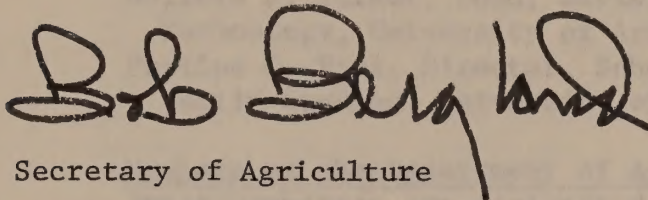
distribute information about government employment trends; identify specific occupational needs for improving government programs; identify shortage categories and develop programs for filling the needs of government service employers; and study the adequacy of existing legislation and, where necessary, propose new legislation to provide the quality of manpower required for government service.

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SUPERSEDED MEMORANDA

This memorandum supersedes Secretary's Memoranda No. 1412, Revised, dated July 16, 1975, and No. 1412, Revised, Supplement 1, dated May 12, 1976.



Secretary of Agriculture

Attachment

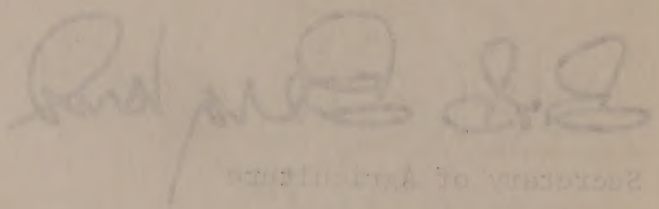
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OVERSEAS MEMORANDA

This memorandum summarizes Secretary's Memoranda No. 1412, Revised, dated July 16, 1975, and No. 1413, Revised, Supplement 1, dated May 12, 1976.


Secretary of Agriculture

Attachment

JOINT COMMITTEE OF THE DEPARTMENT OF AGRICULTURE
AND THE NATIONAL ASSOCIATION OF STATE UNIVERSITIES AND
LAND-GRANT COLLEGES ON EDUCATION FOR GOVERNMENT SERVICE

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Darrel S. Metcalfe, Associate Dean and Director of College of Agriculture, University of Arizona, Co-Chairman
John A. Goodding, Assistant Dean, College of Agriculture, University of Minnesota
Charles E. Lindley, Dean, College of Agriculture, Mississippi State University
Richard H. Merritt, Dean of Resident Instruction, Cook College, (Agriculture and Environmental Sciences), Rutgers State University
William H. Kelly, Associate Dean, College of Agriculture, University of Vermont
William F. Bennett, Associate Dean, College of Agricultural Sciences, Texas Tech University
Sellers J. Parker, Dean, Division of Agriculture and Technology, University of Arkansas
Pauline C. Paul, Director, School of Human Resources and Family Studies, University of Illinois

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Robert E. Buckman, Deputy Chief, Research, Forest Service, USDA
Grace L. Ostenso, Director, Nutrition and Technical Services Staff, Food and Nutrition Service, USDA
Terry B. Kinney, Jr., Assistant Administrator, Livestock and Veterinary Services, Agricultural Research Service, USDA
Verne M. Bathurst, Deputy Administrator for Administration, Soil Conservation Service, USDA
Allan S. Johnson, Assistant Administrator for Management, Economic Research Service, USDA
Thomas G. Darling, Assistant Deputy Administrator, Plant Protection and Quarantine Programs, Animal and Plant Health Inspection Service, USDA

JOINT COMMITTEE OF THE DEPARTMENT OF AGRICULTURE
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Charles E. Lindsay, Dean, College of Agriculture, Mississippi State University
Richard H. Martin, Dean of Resident Instruction, Cook College, (Agriculture and Environmental Sciences), Rutgers State University
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Thomas O. Davling, Assistant Deputy Administrator, Plant Protection and Quarantine Program, Animal and Plant Health Inspection Service, USDA

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

July 11, 1979

SECRETARY'S MEMORANDUM NO. 1412, REVISED

Joint Committee of the Department of Agriculture and the
National Association of State Universities and Land-Grant Colleges
on Education for Government Service

The Joint Committee of the U.S. Department of Agriculture and the National Association of State Universities and Land-Grant Colleges on Education for Government Service was established in 1936. The major purpose of the Committee is to develop and encourage cooperation between the Department of Agriculture and State Universities and land-grant colleges in the area of education for the public service.

The Joint Committee has three specific goals:

- To keep government service employees informed of present and anticipated curricula and program changes by providing for effective communications between the administration and faculty of educational institutions training students for government service, and administrators and staff of government agencies employing graduates;
- To help educators anticipate the present and future educational and training needs of government service employees by promoting among the leadership of the Department of Agriculture and Federal, State and local agencies a fuller utilization of the capabilities of educational institutions for training employees for government service;
- To determine the prospective supplies of students educated and trained by educational institutions in the various areas of subject matter and specialization by identifying organizational and communications channels or programs and activities within colleges of agriculture or home economics to assist their leadership achieve the goals and objectives to this Committee.

In order to achieve these goals, the Joint Committee on Education for Government Service will conduct studies and surveys of courses of study needed by college students to qualify them for employment in government service; develop appropriate reports dealing with new developments in educational curricula and programs; compile and

COMMITTEES *(Education for Government Service, Joint)*

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D.C. 20250

July 1, 1959

SECRETARY'S MEMORANDUM NO. 1411, REVISED

Joint Committee of the Department of Agriculture and the
National Association of State Universities and Land-Grant Colleges
on Education for Government Service

The Joint Committee of the U.S. Department of Agriculture and the
National Association of State Universities and Land-Grant Colleges
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major purpose of the Committee is to develop and encourage cooperation
between the Department of Agriculture and State Universities and
land-grant colleges in the area of education for the public service.

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- To keep government service agencies informed of present and
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effective communication between the administration and
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and training needs of government service employees by promoting
among the leadership of the Department of Agriculture and
Federal, State and local agencies a fuller realization of the
capabilities of educational institutions for training employees
for government service;
 - To determine the prospective supplies of students entering and
leaving educational institutions in the various areas of
subject matter and specialization by identifying occupational
and communication channels or programs and activities within
colleges of agriculture or those considered to assist them.
Leadership achieve the goals and objectives in this Committee.
- In order to achieve these goals, the Joint Committee on Education for
Government Service will conduct studies and surveys of courses of
study needed by college students to qualify them for employment in
government service; develop appropriate reports dealing with new
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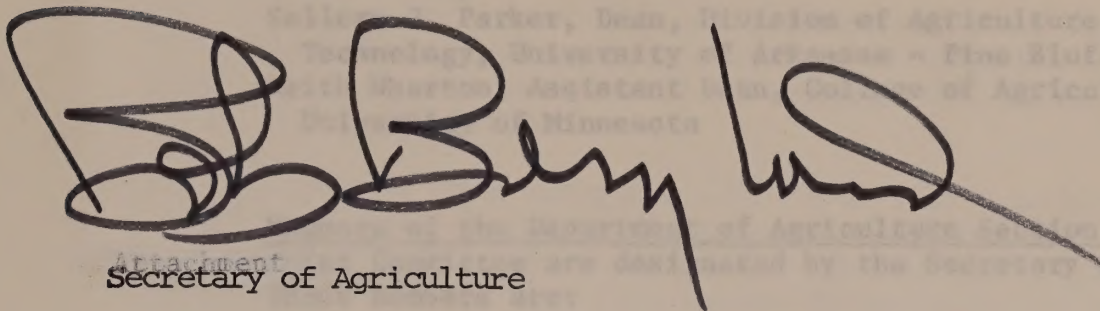
distribute information about government employment trends; identify specific occupational needs for improving government programs; identify shortage categories and develop programs for filling the needs of government service employers; and study the adequacy of existing legislation and, where necessary, propose new legislation to provide the quality of personnel required for government service.

Agency officials, prior to meetings of the Joint Committee, will be requested to express their views on personnel requirements, recruiting, training and related matters which should be brought to the attention of the Committee.

The Committee is comprised of two sections. The attachment indicates the Members of the College Section and the Members of the Department of Agriculture Section.

SUPERSEDED MEMORANDA

This memorandum supersedes Secretary's Memorandum No. 1412, Revised, dated November 9, 1977.



Secretary of Agriculture

Attachment

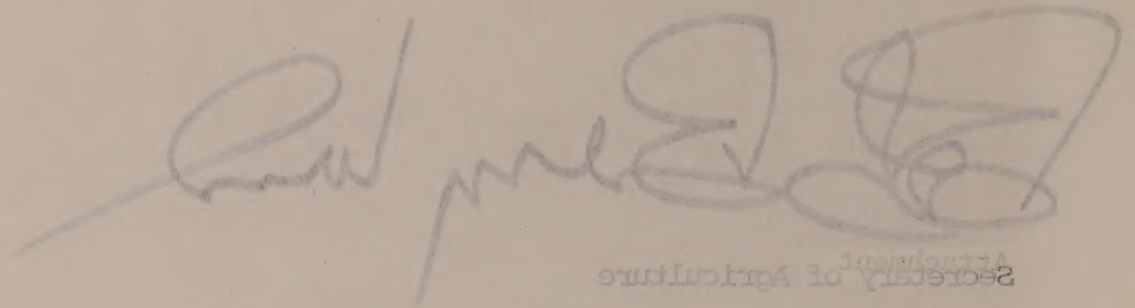
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Attachment
Secretary of Agriculture

Attachment

JOINT COMMITTEE OF THE DEPARTMENT OF AGRICULTURE
AND THE NATIONAL ASSOCIATION OF STATE UNIVERSITIES AND
LAND-GRANT COLLEGES ON EDUCATION FOR GOVERNMENT SERVICE

Members of the College Section of the Joint Committee are designated by the Executive Committee of the National Association of State Universities and Land-Grant Colleges. Those members are:

Darrel S. Metcalfe, Dean, College of Agriculture, University of Arizona, Co-Chairman
William F. Bennett, Associate Dean, College of Agricultural Sciences, Texas Tech University
John R. Campbell, Director of Resident Instruction and Associate Dean, College of Agriculture, University of Illinois
William H. Kelly, Associate Dean, College of Agriculture, University of Vermont
Charles E. Lindley, Dean, College of Agriculture, Mississippi State University
Richard H. Merritt, Dean of Resident Instruction, Cook College, (Agriculture and Environmental Sciences), Rutgers State University
Sellers J. Parker, Dean, Division of Agriculture and Technology, University of Arkansas - Pine Bluff
Keith Wharton, Assistant Dean, College of Agriculture, University of Minnesota

Members of the Department of Agriculture Section of the Joint Committee are designated by the Secretary of Agriculture. Those members are:

John W. Fossum, Acting Director of Personnel, USDA, Co-Chairman
Verne M. Bathurst, Deputy Administrator for Administration, Soil Conservation Service, USDA
Robert E. Buckman, Deputy Chief, Research, Forest Service, USDA
Thomas G. Darling, Assistant Deputy Administrator, Plant Protection and Quarantine Programs, Animal and Plant Health Inspection Service, USDA
Homer C. Folks, Assistant Director, Higher Education, Science and Education Administration, USDA
Allan S. Johnson, Assistant Administrator, Economics, Statistics and Cooperatives Service, USDA
Orval G. Kerchner, Assistant Deputy Administrator for Special Nutrition Programs, Food and Nutrition Service, USDA

JOINT COMMITTEE OF THE DEPARTMENT OF AGRICULTURE
AND THE NATIONAL ASSOCIATION OF STATE UNIVERSITIES AND
LAND-GRANT COLLEGES OF MINISTERS FOR GOVERNMENT SERVICE

Members of the College Section of the Joint Committee are
designated by the Executive Committee of the National
Association of State Universities and Land-Grant Colleges.
Those members are:

Barry S. MacCallis, Dean, College of Agriculture, University
of Arizona, Co-Chairman
William V. Bennett, Associate Dean, College of Agricultural
Sciences, Texas Tech University
John R. Campbell, Director of Resident Instruction and
Associate Dean, College of Agriculture, University of
Illinois
William H. Kelly, Associate Dean, College of Agriculture,
University of Vermont
Charles E. Linsley, Dean, College of Agriculture, Massachusetts
State University
Richard W. Merrill, Dean of Resident Instruction, Cook College,
(Agriculture and Environmental Sciences), Rutgers State
University
Selwyn J. Parker, Dean, Division of Agriculture and
Technology, University of Arkansas - Pine Bluff
Kath Wharton, Assistant Dean, College of Agriculture,
University of Minnesota

Members of the Department of Agriculture Section of the
Joint Committee are designated by the Secretary of Agriculture.
Those members are:

John W. Fossum, Acting Director of Personnel, USDA, Co-Chairman
Vernon M. Harwood, Deputy Administrator for Administration,
Soil Conservation Service, USDA
Robert E. Buchanan, Deputy Chief, Research, Forest Service, USDA
Thomas G. Darling, Assistant Deputy Administrator, Plant
Protection and Quarantine Program, Animal and Plant Health
Inspection Service, USDA
Homer C. Folke, Assistant Director, Higher Education, Science
and Education Administration, USDA
Allan S. Johnson, Assistant Administrator, Economics,
Statistics and Cooperative Service, USDA
Orval G. Kerner, Assistant Deputy Administrator for Special
Nutrition Program, Food and Nutrition Service, USDA

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

March 15, 1957

MEMORANDUM NO. 1413

Committee on American-German Cooperation in Agricultural Research

Under a "Memorandum of Conversation Concerning Proposed Exchange of Scientific Agricultural Personnel and Information Between the German Ministry of Agriculture and the United States Department of Agriculture," dated September 20, 1956, arrangements were made for improving American-German cooperation in agricultural research. This is to be accomplished through facilitating the distribution of publications and documentary information between the two countries, and through the exchange of scientists, teachers, and advanced students.

For the implementation of this plan, there is hereby established a Committee on American-German Cooperation in Agricultural Research, comprised of staff members of the Department of Agriculture and of the Land Grant Colleges.

The functions of this Committee will be to take over-all leadership in the development and implementation of plans for the exchange of personnel and information between the two countries, including receiving recommendations from United States institutions as to American scientists proposed to be sent to Germany, receiving applications from individual United States scientists, receiving recommendations from German departments and institutions on special requests where it is desired to have specific American scientists go to a German establishment, developing recommendations on such proposals for approval and transmittal to the similar German Committee, exploring the proposed method of financing the assignment of the American scientist to Germany, making recommendations to the German Committee and to the interested agencies in the United States with respect to Germans proposed to be sent to America under this program, arranging for the more efficient exchange of scientific agricultural publications, arranging for the translation of German publications into English, conferring with privately-endowed institutions and foundations which may be interested in aiding in the advancement of this program, and making recommendations to the Secretary of Agriculture of the United States on all items relating to the objectives of this program, including methods of financing the program.

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

March 18, 1957

MEMORANDUM NO. 1413

Committee on American-German Cooperation in Agricultural Research

Under a "Memorandum of Conversation Concerning Proposed Exchange of Scientific Agricultural Personnel and Information between the German Ministry of Agriculture and the United States Department of Agriculture," dated September 20, 1955, arrangements were made for improving American-German cooperation in agricultural research. This is to be accomplished through facilitating the distribution of publications and documentary information between the two countries, and through the exchange of scientists, teachers, and advanced students.

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As provided in the Memorandum of Conversation, it is understood that this program will be financed under present and otherwise available mechanisms for the exchange of scientists, advanced students, publications, and other information. In most cases, the Federal Ministry of Food, Agriculture and Forestry, Bonn, will provide appropriate means for covering the costs of German scientists coming to the United States; and the costs of United States scientists going to Germany will be met by the American institutions or agencies by which the scientists are regularly employed, where funds are legally available for such purpose, or from other American sources.

This basic plan of financing, however, may in some cases be supplemented, so far as authorized by law, (a) by the employment on occasion, part or full time, of the scientists by or in the country to which they are assigned; (b) by such grants, subventions, or allotments as may become available from private sources; and (c) through the utilization of such other international exchange programs as may be available.

The membership of the Committee is as follows:

Chairman: Dr. P. V. Cardon, Retired
Formerly Director of Utah Agricultural Experiment Station; formerly Director of Research, United States Department of Agriculture; and formerly Director-General, Food and Agricultural Organization of the United Nations

Land Grant College Members:

Dr. O. B. Garrison, Director, Agricultural Experiment Station, Clemson Agricultural College, Clemson, South Carolina

Dr. T. S. Hamilton, Associate Director, Agricultural Experiment Station, University of Illinois, Urbana, Illinois

Dean W. H. Martin, New Jersey College of Agriculture, Rutgers, The State University, New Brunswick, New Jersey

Dean Knowles A. Ryerson, College of Agriculture, University of California, Berkeley, California

United States Department of Agriculture Members:

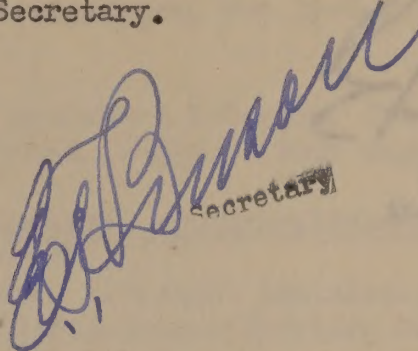
Dr. G. W. Irving, Jr., Deputy Administrator for
Utilization Research and Development, Agricultural
Research Service

Dr. O. W. Herrmann, Deputy Administrator for
Marketing Research and Statistics, Agricultural
Marketing Service

Dr. V. L. Harper, Assistant Chief for Research,
Forest Service

Mr. Gustave Burmeister, Assistant Administrator
for Agricultural Trade Policy and Analysis,
Foreign Agricultural Service

The Committee will be serviced by Department personnel, with Dr. S. B. Fracker, Assistant to the Administrator, Agricultural Research Service, serving as Committee Secretary.


Secretary

United States Department of Agriculture Members:

Dr. G. W. Loring, Jr., Deputy Administrator for
Utilization Research and Development, Agricultural
Research Service

Dr. O. W. Herrmann, Deputy Administrator for
Marketing Research and Statistics, Agricultural
Marketing Service

Dr. V. L. Hopper, Assistant Chief for Research,
Forest Service

Mr. Gustave Brunstetter, Assistant Administrator
for Agricultural Trade Policy and Analysis,
Foreign Agricultural Service

The Committee will be serviced by Department personnel, with Dr. E. B.
Traylor, Assistant to the Administrator, Agricultural Research Service,
serving as Committee Secretary.

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

December 17, 1958

SECRETARY'S MEMORANDUM NO. 1413, SUPPLEMENT 2

MEMORANDUM NO. 1413, SUPPLEMENT 1

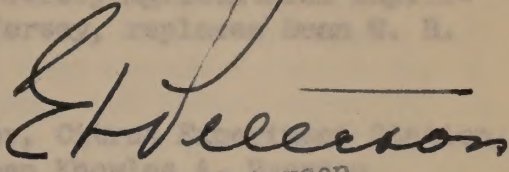
Committee on American-German Cooperation
in Agricultural Research

Secretary's Memorandum No. 1413, dated March 15, 1957, is being further

Secretary's Memorandum No. 1413 is being amended to appoint Mr. Kenneth A. Haines as Secretary of the Committee on American-German Cooperation in Agricultural Research in lieu of Dr. S. B. Fracker, who is retiring on December 31, 1958.

Dr. Gregory Martin, Director, New Jersey Agricultural Experiment Station, New Brunswick, New Jersey, replaces Dean W. H. Martin

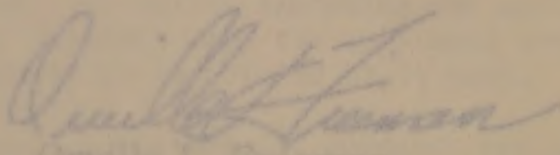
Dr. A. M. Boyce, Assistant Director, California Agricultural Experiment Station, Riverside, California, replaces Dean Knowles


E. L. Peterson
Assistant Secretary

United States Department of Agriculture

Mr. Irwin S. Rodges, Assistant Administrator for International Affairs, Foreign Agricultural Service, replaces Mr. Gustave Burneister

Dr. H. C. Hochstadt, Deputy Administrator, Cooperative State Experiment Station Service


Orville L. Freeman
SECRETARY

COMMITTEES

COMMITTEES 2

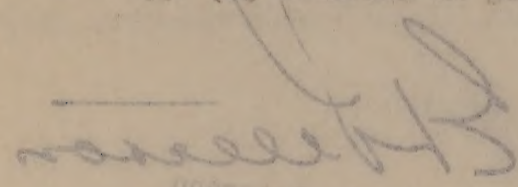
UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

December 17, 1953

MEMORANDUM NO. 1413, SUPPLEMENT 1

Committee on American-German Cooperation
in Agricultural Research

Secretary's Memorandum No. 1413 is being amended to appoint
Mr. Kenneth A. Haines as Secretary of the Committee on
American-German Cooperation in Agricultural Research in lieu
of Dr. S. B. Fritcher, who is retiring on December 31, 1953.


E. L. Peterson
Assistant Secretary

2447

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

August 23 1962

SECRETARY'S MEMORANDUM NO. 1413, SUPPLEMENT 2

Committee on American-German Cooperation
in Agricultural Research

Secretary's Memorandum No. 1413, dated March 15, 1957, is being further amended as follows:

Land Grant College Members

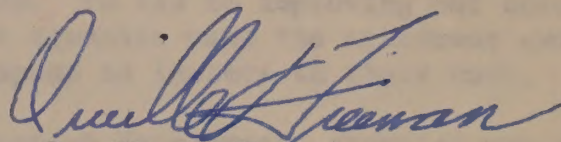
Dr. Ordway Starnes, Director, New Jersey Agricultural Experiment Station, New Brunswick, New Jersey, replaces Dean W. H. Martin

Dr. A. M. Boyce, Assistant Director, Citrus Experiment Station, Riverside, California, replaces Dean Knowles A. Ryerson

United States Department of Agriculture Members

Mr. Irwin R. Hedges, Assistant Administrator for International Affairs, Foreign Agricultural Service, replaces Mr. Gustave Burmeister

Dr. H. C. Knoblauch, Deputy Administrator, Cooperative State Experiment Station Service



Orville L. Freeman
SECRETARY

COMMITTEES

(American-German Cooperation in Agl. Research)

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

March 12, 1957

SECRETARY'S MEMORANDUM NO. 1413, SUPPLEMENT 2

Committee on American-Berlin Cooperation
in Agricultural Research

Secretary's Memorandum No. 1413, dated March 12, 1957, is being further amended as follows:

Land Grant College Members

Dr. Orinway Stead, Director, New Jersey Agricultural Experiment Station, New Brunswick, New Jersey, replaces Dean W. H. Martin

Dr. A. M. Boyce, Assistant Director, Citrus Experiment Station, Riverside, California, replaces Dean Howard A. Peterson

United States Department of Agriculture Members

Mr. Edwin H. Hedges, Assistant Administrator for International Affairs, Foreign Agricultural Service, replaces Mr. Gustave Brunstetter

Dr. H. C. Rhoads, Deputy Administrator, Cooperative State Department Station Service

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

April 10 1957

MEMORANDUM NO. 1414

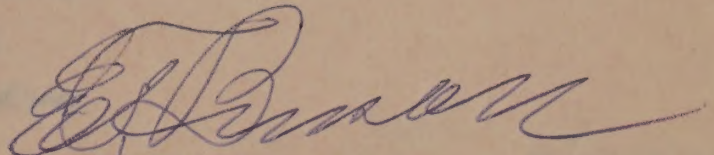
Paperwork Management

1. Policy. Through the Administrative Regulations, as well as staff office and agency issuances, the Department has provided for systematic procedures in many areas generally described as "paperwork". Prescribed methods, however, can substitute only in part for the beneficial results possible through the healthy exercise of common sense. For that reason, and because paperwork exists in all our activities, personnel of the Department are encouraged to focus their attention on economy, efficiency, and quality in managing paperwork operations.

2. Suggested Actions. Employee suggestions afford a direct means for proposing improvements. This channel may be used at all times, but should be used especially when a change from standard procedures is considered desirable. Frequently, however, individual employees act on their own responsibility in controlling the length of correspondence, the frequency of reports, the maintenance of files, the numbers of copies made of duplicated material, and numerous other daily tasks. Supervisors, particularly, can contribute greatly to simplification and discourage wasteful, inefficient practices.

3. Correspondence. The volume of correspondence required in our work, and its importance in maintaining good relationships with people we seldom or never meet, warrants special attention. The Department's "Correspondence Manual" provides general guidance to which we should adhere. Beyond the scope of instructions, however, are considerations which invite personal discretion. Some of these considerations are stated in an attachment to this memorandum. To aid in improving our correspondence practices, it is suggested that agencies make the statement available to persons who initiate and respond to letters in their work.

Through the Office of Administrative Management, agencies may arrange for copies of "Common Sense in Correspondence". By widespread distribution of this material, we can emphasize to personnel of the Department the importance of good correspondence practices and our desire for widespread improvement.


Secretary

Attachment

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

April 10 1937

MEMORANDUM NO. 1777

Paperwork Management

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Secretary

Attachment

COMMON SENSE IN CORRESPONDENCE

THINGS YOU CAN DO

How and **what** you write typifies you, your agency, your Department, your Government. A letter that is short, simple, direct, and sincere makes friends for all.

For **proper format**, rely on your USDA Correspondence Manual.

A **prompt reply** not only indicates your efficiency, but saves the embarrassment of explaining delay.

If you write to **express**, and not to **impress**, the tone of your letter then will ring true.

Be human and considerate. Visualize your reader and satisfy his need without wasting his time or patience.

Think before you write to help the reader understand you.

Write like you **talk**, using familiar words and short sentences.

BREVITIES AND REMINDERS

Rewriting is expensive and causes **delay**. **Limit rewriting** to only those letters needing **correction** or **clarity**

Sign letters at lowest practicable level and **limit reviews**.

Don't **delay** correspondence sent to you for review.

Practices recommended to reduce paperwork burdens:

- Use form letters where applicable.
- Answer routine intra-departmental queries on the incoming letter and return it.
- Make copies only for those who need to know.
- Do not prepare file copies of routine transmittals or acknowledgments and similar material.
- Discard immediately incoming routine informational material.
- Use good judgment to maintain economy, efficiency, and quality in your correspondence.

PUBLIC REACTION

We are dealing with people seldom or never met; impressions are formed on the basis of correspondence.

Lengthy letters may indicate **Government waste**.

Incorrect statements indicate **inefficiency**.

Evasive answers suggest **too much red tape**.

Lack of courtesy destroys **good will**.

Give the **public service** your **personal** best.

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

29
May 22, 1957

MEMORANDUM NO. 1414, SUPPLEMENT 1

Paperwork Management

1. Forms. Forms serve a great variety of useful purposes in our day-to-day work. Through their proper use procedures are simplified, reporting requirements are standardized, and information flows with regularity between different organizational levels to guide policy formulation and action decisions. Because of these potential benefits, and the tendency to devise a form as often as a new need appears, there is a constant danger that this type of paperwork may grow to exceed its real value. Forms management is a necessary adjunct of agency operation to assure that costs are consistent with demonstrated need.
2. Cost Consciousness. It should be recognized that paper and printing costs are the least element of expense in forms usage. True costs are submerged, like the bulk of an iceberg. In the storage, transportation, filing, and actual processing of forms are other sizeable cost factors. These costs may average as much as twenty times the cost of the form itself. In view of these considerations, we need to apply the concept of "prevention" rather than belated "cure" to make forms management effective, and thereby eliminate the waste, duplication, and inefficiency otherwise encountered. This entails vigilant controls to realize conservation in manpower and materials and to develop integrated administrative procedures.
3. Public Relations. Many programs of the Department entail use of forms by farmers and other members of the public with whom we do business. Such forms, particularly, should be understandable and designed to undergo critical analysis. Program interests suffer through adverse public reaction when complicated forms appear to make unreasonable demands on the user. Good forms, on the contrary, simplify and expedite the business relationship involved in their use.
4. Better Understanding. The attached statement on "Common Sense in Forms" should contribute toward a common understanding of basic principles applicable to forms. Agencies may arrange through the Office of Administrative Management for additional copies for distribution to supervisory personnel. Through better understanding, we can expect more general participation in the objectives of good forms management.

Attachment

ORGANIZATION 2

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

MEMORANDUM NO. 1, SUPPLEMENT 1

Paperwork Management

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UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

June 24, 1957

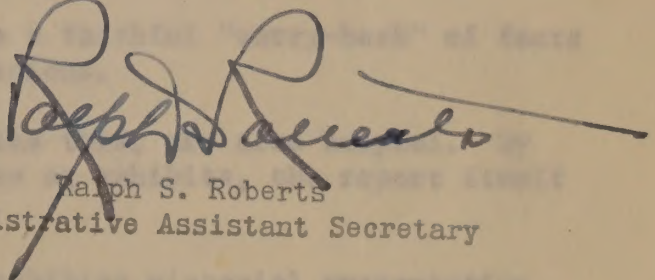
MEMORANDUM NO. 1414, SUPPLEMENT 2

Paperwork Management

1. Reports. This month, at the close of a fiscal year, at many levels of the Department's operations, special attention and effort will be devoted to annual reports. It is timely, then, to review reporting principles and practices to assure ourselves that in this area of paperwork our reporting systems serve productive purposes and conform to reasonable standards.
2. Great Variety Exists. Administrative and program requirements make reports necessary. Different kinds of information required dictate variety in the scope and form of reports. At successive levels of organization, reported data are tabulated, analyzed, summarized, communicated upwards and across the organization structure. To provide an integrated pattern of reporting, designed to conserve the time and money spent in report preparation and review, requires coordination that often may be lacking. Through coordination, reports can be systematized, scheduled, and utilized to better satisfy justifiable agency needs.
3. The Reporting Burden Can Be Reduced. Complaints are not infrequent that reporting requirements impose on agency personnel a burden unduly heavy. If this condition arises from regularized routine reports, careful scrutiny should be directed toward the content and frequency of such reports. If the condition is traceable to numerous special reports, remedy may lie in better planning of systematized reports. In either case, administrative action should be taken to establish the genuine need for reports, to reduce volume, and curtail frequency.

For better understanding of the issues involved in this phase of our work, there is attached a statement on "Common Sense in Reports". Through the Office of Administrative Management, agencies may arrange for copies to distribute to persons who originate, process, and review material used in reports.

Attachment


Ralph S. Roberts
Administrative Assistant Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

June 2, 1957

MEMORANDUM NO. 1444, SUPPLEMENT 2

Paperwork Management

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2. Great Variety Exists. Administrative and program requirements make reports necessary. Different kinds of information required dictate variety in the scope and form of reports. At successive levels of organization, reported data are tabulated, analyzed, summarized, communicated upwards and across the organization structure. To provide an integrated pattern of reporting, designed to conserve the time and money spent in report preparation and review, requires coordination that often may be lacking. Through coordination, reports can be systematized, scheduled, and utilized to better satisfy justifiable agency needs.

3. The Reporting Burden Can Be Reduced. Complaints are not infrequent that reporting requirements impose on agency personnel a burden unduly heavy. If this condition arises from regulated routine reports, careful scrutiny should be directed toward the content and frequency of such reports. If the condition is traceable to numerous special reports, remedy may lie in better planning of systematized reports. In either case, administrative action should be taken to establish the genuine need for reports, to reduce volume, and curtail frequency.

For better understanding of the issues involved in this phase of our work, there is attached a statement on "Common Sense in Reports". Through the Office of Administrative Management, agencies may arrange for copies to distribute to persons who originate, process, and review material used in reports.

Attachment

Administrative Management

COMMON SENSE IN REPORTS

Good mechanics in reporting aid both the writer and the reader. Devices often helpful are illustrated below. These suggestions are applicable in various types of reports and should be adapted to meet specific requirements.

ORGANIZATION OF MATERIAL

A center-heading, like the chapter heading in a book, helps to identify and focus attention on subjects of major importance. Side-headings, too, are attractive for introducing subordinate topics. Underlining lends emphasis to key thoughts. Numbering of paragraphs may be advisable to facilitate easy reference.

OUTLINE For good organization of reports, a preliminary outline is useful as a guide. In a short report, the outline might provide for (1) statement of the facts, (2) analysis of the facts, (3) conclusions, and (4) recommendations.

In a long report, the reader is afforded a better perspective when the outline is based on (1) a statement of conclusions, (2) recommendations, (3) recital of facts, and (4) analysis or interpretation of the facts.

Another type of outline frequently used involves a standard pattern of subdivision, as indicated below.

- I. Reports generally are of two kinds: one (informative) provides current information, the other (research) explains the outcome of investigations.
 - A. In either case, the aim should be to diagnose significant issues by critical analysis.
 1. A complete report is designed to afford a sound basis for decisions.
 - a. Selectivity is necessary to keep issues in sharp focus.
 - (1) To gain reader-confidence, avoid unsupported assertions and overstatements.
 - (a) A report should be a faithful "carry-back" of facts and not merely opinions.

USE OF EXHIBITS. Captioned paragraphs, like this, are also helpful. By attaching to a report supporting appendices or exhibits, the report itself can be kept free of distracting details.

In the body of the report or in attached exhibits pictorial presentation of measurable factors is often effective:

-- Line graphs are suitable for trend data.

-- Bar charts best illustrate static sets of data.

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Good mechanics in reporting aid both the writer and the reader. Devices often helpful are illustrated below. These suggestions are applicable in various types of reports and should be adapted to meet specific requirements.

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A center-heading, like the chapter heading in a book, helps to identify and focus attention on subjects of major importance. Side-headings, too, are attractive for introducing subordinate topics. Underlining lends emphasis to key thoughts. Numbering of paragraphs may be advisable to facilitate easy reference.

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USEFUL

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In a long report, the reader is afforded a better perspective when the outline is based on (1) a statement of conclusions, (2) recommendations, (3) recapitulation of facts, and (4) analysis or interpretation of the facts.

Another type of outline frequently used involves a standard pattern of sub-division, as indicated below.

I. Reports generally are of two kinds: one (informative) provides current information, the other (research) explains the outcome of investigations.

A. In either case, the aim should be to diagnose significant issues by critical analysis.

1. A complete report is designed to afford a sound basis for decisions.

a. Selectivity is necessary to keep issues in sharp focus.

(1) To gain reader-confidence, avoid unsupported assertions and overstatements.

(a) A report should be a faithful "carry-back" of facts and not merely opinions.

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-- Line graphs are suitable for trend data.

-- Bar charts best illustrate static sets of data.

- Area diagrams are useful for comparisons.
- Pie charts reflect percentages for components of a whole.

Systematic Reporting

1. Planned reporting schedules give management information essential for (a) direction of operations and (b) response to recurring needs.
2. Employees who prepare reports should benefit, similarly, through better understanding of the contribution being made to program objectives and progress.
3. A well-planned reporting system, therefore, operates at all levels to bring about better integrated performance of agency responsibilities.

...of all program operations, as well as the management and control activities, it is desirable to select personnel who have highly developed practice in private industry and in government for various Accounting Offices. As a result of the study made of the operations in the effective utilization of internal audit staffs, it is no longer deemed necessary to include the term "Internal Audit" in organization titles. The appraisal function is not only essential to program work but it is one of the most important aspects of the activity.

Proposed Organizational Titles. At present there is no standardizing the personnel in the organizational title designation of agency internal audit staffs. In order to achieve greater uniformity within the Department, it is suggested that each agency adopt one of the following organizational titles for this activity:

Internal Audit Division
Internal Audit Staff
Office of Internal Audit
Division of Internal Audit

Scope of Internal Audit Activity. This change in designation does not affect in any way the present responsibilities of internal audit staffs with regard to audit program appraisal functions. As indicated in the Department's policy statement on Internal Audit, it is suggested that this activity will review all program and other operations of the agency and make appropriate recommendations thereon to the Head of the Agency. Since the primary purpose of the internal audit activity is to assist management in achieving the most efficient, effective and economical administration of agency operations, it will be the responsibility of the Head of the Agency to see that appropriate controls are provided and that there is adequate coverage of all agency programs and activities.

-- Area diagrams are useful for comparisons.

-- Pie charts reflect percentages for components of a whole.

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2. Employees who prepare reports should benefit, similarly, through better understanding of the contribution being made to program objectives and progress.
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UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

April 12 1957

MEMORANDUM NO. 1415

Organizational Title for Internal Audit Functions

1. Uniformity Desirable. With the development of the broad comprehensive concept of internal audit activities in the Department, there is need to resolve the question of proper terminology in describing functions and activities appropriate to this field of work. Recognizing the basic similarity of the independent review and appraisal by internal audit staffs of all program operations, as well as the administrative and financial activities, it is desirable to adopt nomenclature which follows established practice in private industry and is approved by the General Accounting Office. As a result of the experience of the Department in the effective utilization of internal audit staffs, it is no longer deemed necessary to include the term "Program Appraisal" in organization titles. The appraisal function is not only inherent in internal audit but it is one of the most important aspects of this activity.

2. Prescribed Organizational Titles. At present there is no consistency within the Department in the organizational title designation of agency internal audit staffs. In order to achieve greater uniformity within the Department, it is requested that each agency adopt one of the following organizational titles for this activity:

Internal Audit Division
Internal Audit Staff
Office of Internal Audit
Division of Internal Audit

3. Scope of Internal Audit Activity. This change in designation does not affect in any way the present responsibilities of internal audit staffs with regard to their present appraisal functions. As indicated in the Department's policy statement on internal audit, it is expected that this activity will review all program and other operations of the agency and make appropriate recommendations thereon to the Head of the Agency. Since the primary purpose of the internal audit activity is to assist management in achieving the most efficient, effective and economical administration of agency operations, it will be the responsibility of the Head of the Agency to see that appropriate staffs are provided and that there is adequate coverage of all agency programs and activities.

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

April 12 1957

MEMORANDUM NO. 1012

Organizational Title for Internal Audit Functions

1. Uniformity Desired. With the development of the broad comprehensive concept of internal audit activities in the Department, it is used to resolve the question of proper terminology in describing functions and activities appropriate to this field of work. Recognizing the basic similarity of the independent review and appraisal by internal audit units of all program operations, as well as the administrative and financial activities, it is desirable to adopt nomenclature which follows established practice in private industry and is approved by the General Accounting Office. As a result of the experience of the Department in the effective utilization of internal audit units, it is no longer deemed necessary to include the term "Program Appraisal" in organizational titles. The appraisal function is not only inherent in internal audit but it is one of the most important aspects of this activity.

2. Prescribed Organizational Titles. At present there is no consistency within the Department in the organizational title designation of agency internal audit units. In order to achieve greater uniformity within the Department, it is requested that each agency adopt one of the following organizational titles for this activity:

Internal Audit Division
Internal Audit Staff
Office of Internal Audit
Division of Internal Audit

3. Scope of Internal Audit Activity. This change in designation does not affect in any way the present responsibilities of internal audit units with regard to their present appraisal functions. As indicated in the Department's policy statement on internal audit, it is expected that this activity will review all program and other operations of the agency and make appropriate recommendations thereon to the head of the agency. Hence the primary purpose of the internal audit activity is to assist management in achieving the most efficient, effective and economical administration of agency operations. It will be the responsibility of the head of the agency to see that appropriate titles are provided and that there is adequate coverage of all agency programs and activities.

Ralph S. Roberts
Administrative Assistant Secretary

4. Organization Charts. In each agency the overall organization pattern will determine whether the internal audit activity should be designated as a Division, Staff, or Office. It will not be necessary to revise organization charts at this time to reflect this change alone; however, as future chart revisions are submitted for Department approval, appropriate changes in titles for the internal audit function should be included.

William S. Roberts
Administrative Assistant Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

July 9, 1957.

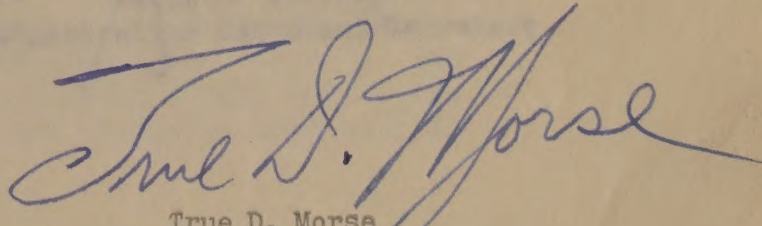
MEMORANDUM NO. 1416

Committee on USDA Cooperative Relationships and Arrangements

1. Purpose. Many programs of the Department involve Federal activities carried out in conjunction with the land-grant colleges, other State agencies, and private organizations and individuals. Frequently this mutuality of interest is the basis for cooperative agreements and memoranda of understanding which document spheres of interest or outline respective areas of performance. With a view to clarifying Department policy, simplifying cooperative arrangements and procedures, and appraising our effectiveness in the use of cooperative personnel, there is hereby established a Committee on USDA Cooperative Relationships and Arrangements. As its primary objective, the Committee should undertake to formulate criteria applicable in negotiating cooperative arrangements.
2. Recommendations. The report of the Committee should set forth guidelines helpful in drafting cooperative agreements and memoranda of understanding. These will be reviewed in consultation with representatives of the land-grant colleges and universities and other principal cooperators, and possible improvements in existing procedures developed as a result of these recommendations and consultations.
3. Membership. Membership on the Committee is designed to afford representation to those agencies directly concerned and to staff offices having an interest on the basis of their functional responsibilities. In addition to the individuals designated below, the Committee will be assisted by the Administrative Assistant Secretary serving ex officio:

Miles Horst, Chairman, Office of the Secretary
J. P. Loftus, Secretary, Office of Administrative Management
Tony M. Baldauf, Office of Plant and Operations
Frank E. Blood, Agricultural Marketing Service
Charles Figy, Office of the Secretary
Clare Hendee, Forest Service
Ralph Koebel, Office of the General Counsel
Max P. Reid, Office of Personnel
Luke M. Schruben, Federal Extension Service
Frank H. Spencer, Agricultural Research Service
John L. Wells, Office of Budget and Finance
Gladwin E. Young, Soil Conservation Service

The Committee is established on an ad hoc basis and will be terminated on completion of this specific assignment.


True D. Morse
Acting Secretary

COMMITTEES 2

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

July 9, 1957

MEMORANDUM NO. 1011

Committee on USDA Cooperative Relationships and Arrangements

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Miss Horst, Chairman, Office of the Secretary
J. P. Polius, Secretary, Office of Administrative Management
Tony M. Baldauf, Office of Plant and Operations
Frank E. Blood, Agricultural Marketing Service
Charles E. Ely, Office of the Secretary
Clare Hendee, Forest Service
Nathaniel Kiesel, Office of the General Counsel
Max E. Reid, Office of Personnel
Lyle M. Schaben, Federal Extension Service
Frank W. Spencer, Agricultural Research Service
John L. Wells, Office of Budget and Finance
Gladwin E. Young, Soil Conservation Service

The Committee is established on an ad hoc basis and will be terminated on completion of this specific assignment.



UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

July 23, 1957.

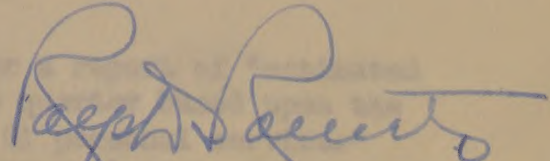
MEMORANDUM NO. 1417

Committee on USDA Per Diem and
Mileage Rates

1. Purpose. The Field Services Review Report recommended that attention be given to problems arising from the lack of uniform per diem and mileage rates in the Department's agencies. With a view to appraising the nature and scope of these problems and determining steps which might be taken to overcome them, there is hereby established a Committee on USDA Per Diem and Mileage Rates. The Committee will undertake to review present travel practices and to formulate guidelines for the improvement of Department travel policies and practices.
2. Recommendations. The Committee's report should describe the major areas needing improvement and suggest specific action which might be taken to ameliorate existing problems. This work should be completed by January 1, 1958.
3. Membership. Membership on the Committee is designed to afford representation to those agencies directly concerned and to staff offices having an interest on the basis of their functional responsibilities. The following persons have been designated to serve on the Committee:

Charles L. Grant, Chairman, Office of Budget and Finance
Jack H. Merritt, Office of Administrative Management
James R. Roberts, Agricultural Marketing Service
Edmund Stephens, Agricultural Research Service
Clyde E. Merriman, Commodity Stabilization Service
Charles C. Barnard, Farmers Home Administration
Edward W. Schultz, Forest Service
Wells E. Ludlow, Rural Electrification Administration
Carl H. Dorny, Soil Conservation Service

Staff services for the Committee will be provided by the Office of Budget and Finance. The Committee is established on an ad hoc basis and will be terminated on completion of this specific assignment.



Ralph S. Roberts
Administrative Assistant Secretary

July 25, 1957

MEMORANDUM NO. 1417

Committee on USDA Per Diem and
Milage Rates

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Edmund Stephens, Agricultural Research Service
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Charles C. Barnard, Farmers Home Administration
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Carl W. Dornay, Soil Conservation Service

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Administrative Assistant Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

July 31, 1957

no. 1418
~~MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES~~

Restrictions on the Employment of Personnel

This supplements my memorandum to heads of Department agencies, issued July 9, 1957, requesting that each agency develop a positive program to keep costs and employment levels to a minimum. As you know, separate apportionments are required for funds for "Ol - personal services" with quarterly controls thereon.

This system of management controls should result in more effective controls on employment of personnel as well as the other types of expenditures. However, it is essential that all other steps be taken which can help to achieve the overall objective of reductions in expenditures and in the number of Federal personnel. Therefore, agency heads are requested to take the additional following actions:

1. Designate responsible top-level officials to review the necessity for, and to approve or disapprove, the filling of all vacancies and new positions. Generally, officials to be designated should be assistant agency heads or someone who reports directly to the agency head and who is in a position to determine objectively the necessary levels of employment on various work activities, with authority to make decisions in this respect for the agency head.
2. Submit to the Office of Personnel by August 2, 1957 a list of all officials so designated, giving the name, title and jurisdictional area of each. Also submit a copy of all procedural instructions issued to implement this memorandum.
3. Submit in advance each quarter a report of "estimated employment" each month of the quarter based upon the quarterly apportionment for "Ol personal services" showing (a) permanent full-time employees, (b) temporary full-time employees, (c) other (part-time and intermittent), and man-months equivalent for "other". The first quarterly report should include only the months of August and September 1957, and should be submitted to

July 21, 1957

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Restrictions on the Employment of Personnel

This memorandum is submitted to heads of Department agencies, dated July 2, 1957, requesting that each agency develop a positive program to keep costs and employment levels to a minimum. As you know, separate appropriations are required for funds for "GI - Personal services" with carefully controls thereon.

This system of management controls should result in more effective controls on employment of personnel as well as the other types of expenditures. However, it is essential that all other steps be taken which can help to achieve the overall objective of reductions in expenditures and in the number of Federal personnel. Therefore, agency heads are requested to take the additional following actions:

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2. Submit to the Office of Personnel by August 2, 1957, a list of all officials so designated, giving the name, title and functional area of each. Also submit a copy of all procedural instructions issued to implement this memorandum.

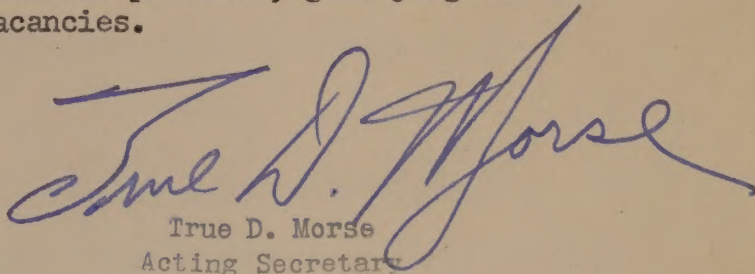
3. Submit in advance each quarter a report of "estimated employment" each month of the quarter based upon the quarterly report submitted for "GI - Personal services" showing: (a) permanent full-time employees; (b) temporary full-time employees; (c) other (part-time and intermittent), and non-monthly equivalent for "other". The first quarterly report should include only the months of August and September 1957, and should be submitted to

the Office of Personnel not later than August 10. Thereafter the quarterly report will be due in the Office of Personnel on the 10th day of October, January, and April.

4. List on an attachment to the Monthly Report of Civilian Employment (SF-113) the man-months of service rendered by the part-time and intermittent employees included on the SF-113 for that month. Man-months of service shall be broken down by cols. A,B,C,D and E of SF-113 as applicable.

The Department's Director of Personnel has been requested to establish an appropriate, organized follow-up to assure effectiveness of this review process. Accordingly, representatives of the Office of Personnel will be working with your personnel and administrative officials to evaluate the adequacy of measures taken to achieve the minimum level of employment consistent with authorized program objectives.

I ask you wholehearted support in carrying out this responsibility so that the programs of the Department can be conducted with a minimum of cost to the taxpayers of this country. Every supervisor, at all levels of organization, can make a real contribution to this endeavor if he will exercise prudence, good judgment and restraint in the filling of vacancies.

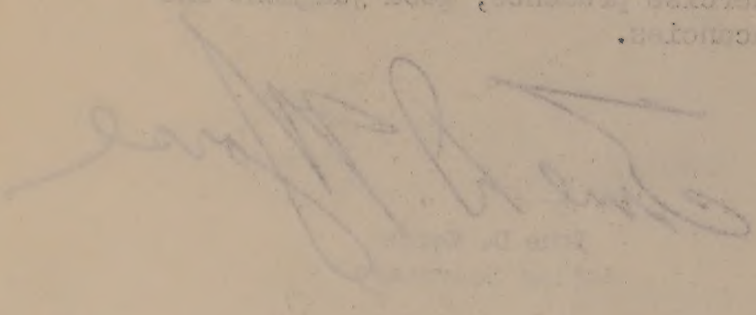

True D. Morse
Acting Secretary

The Office of Personnel not later than August 10.
Thereafter the quarterly report will be due in the
Office of Personnel on the 10th day of October,
January, and April.

1. List on an attachment to the Monthly Report of
Civilian Employees (SE-113) the names of ser-
vice members of the past and present
employees included on the SE-113 for that month.
The number of service shall be broken down by color.
A, B, C, and D of SE-113 as applicable.

The Department's Director of Personnel has been requested to
establish an appropriate, organized follow-up to ensure
effectiveness of this review process. Accordingly, representa-
tives of the Office of Personnel will be working with your
personnel and administrative officials to evaluate the adequacy
of measures taken to achieve the minimum level of employment
consistent with established program objectives.

I am respectfully request support in carrying out this responsibility
and that the program of the Department can be conducted with a
minimum of cost to the taxpayers of this country. Every super-
visor, at all levels of organization, can make a real contribution
to this endeavor if he will exercise patience, good judgment and
restraint in the filling of vacancies.


Charles W. Jones
Director of Personnel

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

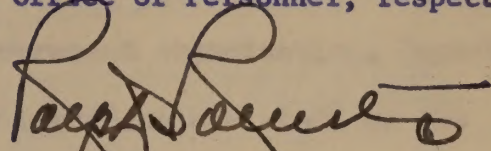
October 24, 1958.

MEMORANDUM NO. 1418, SUPPLEMENT 1

Restrictions on the Employment of Personnel

Recent instructions from the Bureau of the Budget require as a continuing procedure for a summary financial plan and the submission of monthly progress reports on expenditures and employment. Therefore, item 3 of Memorandum 1418 is cancelled.

Instructions to implement the Department's program for reductions in expenditures and employment and to comply with the specific requirements of the Budget Bureau will be issued by the Office of Budget and Finance and Office of Personnel, respectively.



Ralph S. Roberts
Administrative Assistant Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

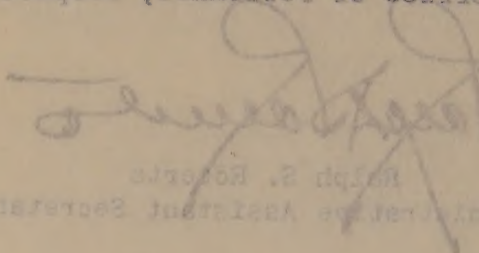
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Instructions to implement the Department's program for reductions in expenditures and employment and to comply with the specific requirements of the Budget Bureau will be issued by the Office of Budget and Finance and Office of Personnel, respectively.


Ralph S. Roberts
Administrative Assistant Secretary

August 5, 1957

MEMORANDUM NO 1419

Focal Point for Work with Rural Church Leaders

For many years agencies of the Department of Agriculture have been working with rural or town-country departments of various church organizations and rural life associations. Members of the Department have a concern for working with the rural church as a community institution in serving farm people, for frequently it occupies a leadership position in the community. At the same time leaders in national church program responsibilities are requesting increased services from agricultural sources. They need to be kept current on the resources of the Department in terms of program, materials, personnel and assistance in keeping up with the changing scene of rural life, government organization, Department programs and personnel. However, in many instances our staff or the church people are uncertain as to how to best work with one another because of not being sufficiently familiar with respective programs and lines of communication to render as effective service as each might desire.

In order to carry out the Department's responsibilities additional attention is to be given to meeting this need. This includes establishing a focal point of contact and working relationships with national town-country church leaders and state and national denominational and inter-denominational organizations. This will provide a connecting link in serving ^{these groups} ~~this clientele~~ to see that there are greater opportunities for understanding, for exchange of ideas, and for mutual supporting efforts by persons in the Department and by persons in the town-country church organizations.

For this reason, the Department of Education has been working with the various church organizations and rural life associations. The idea of the Department was to work with the rural church as a community institution in serving the people, for frequently it occupies a leadership position in the community. At the same time, the Department is national church program committee. It is the responsibility of the Department to coordinate the various church programs and to see that they are better organized for the purpose of community service. The need to be kept current on the progress of the Department is in terms of program, materials, personnel and assistance in keeping up with the changing scene of rural life, government organization, government programs and personnel. However, in any instance on staff or the church people are uncertain as to how to best work with the Department. The cause of not being sufficiently familiar with respective programs and lines of communication to render an effective service as such might desire.

In order to carry out the Department's responsibilities effectively attention is to be given to meeting this need. This includes establishing a local point of contact and working relationship with national farm-country church leaders and state and national denominational and inter-denominational organizations. This will provide a connecting link in serving this purpose to see that there are greater organization for understanding, for exchange of ideas, and for mutual supporting efforts by persons in the Department and by persons in the farm-country church organizations.

The person assigned this responsibility is to function on a Department-wide basis working closely with the agencies of the Department in their present efforts and in the development of additional opportunities.

The assignment involves the following purposes:

1. Provide a focal point through which church organizations may better work with the Department and its respective agencies.
2. Build working relationships with town-country church leaders and organizations and develop greater understanding on their part about USDA programs.
3. Facilitate training and educational assistance in given fields of subject matter or programs that relate to the church as a community institution and concern of rural people.

~~By arrangement with the Admin of FES, the~~
~~By agreement with Mr. C. M. Ferguson part time of Mr. Phillip F. Aylesworth~~

~~will be made available to carry out this function on behalf of the~~

~~Secretary's Office.~~

By arrangement with the Administrator
of Federal Extension Service
Mr. Phillip F. Aylesworth, Asst.
to the Administrator will
carry out the responsibilities
of this position.

True D. Morse

True D. Morse
Acting Secretary

The person assigned this responsibility is to function on a permanent basis working closely with the agencies of the Government in their present efforts and in the development of additional opportunities.

The assignment involves the following purposes:

1. Provide a focal point through which church organizations may better work with the Department and its respective agencies.
2. Build working relationships with foreign country church leaders and organizations and develop greater understanding on their part about USCM programs.
3. Facilitate training and educational assistance in given fields of subject matter or programs that relate to the church as a community institution and concern of these people.

By agreement with the Department and the Office of the Secretary of the Department of State, the Department of State will be available to carry out this function on behalf of the Secretary's Office.

By agreement with the Department of State, the Department of State will be available to carry out this function on behalf of the Secretary's Office.

THOMAS D. BROWN
Acting Secretary



DEPARTMENT OF AGRICULTURE
WASHINGTON 25, D. C.

August 5, 1957

MEMORANDUM NO. 1419

Focal Point for Work With Rural Church Leaders

For many years agencies of the Department of Agriculture have been working with rural or town-country departments of various church organizations and rural life associations. Members of the Department have a concern for working with the rural church as a community institution in serving farm people, for frequently it occupies a leadership position in the community.

P-At the same time leaders in national church program responsibilities are requesting increased services from agricultural sources. They need to be kept current on the resources of the Department in terms of program, materials, personnel and assistance in keeping up with the changing scene of rural life, government organization, Department programs and personnel.

P-However, in many instances our staff or the church people are uncertain as to how to best work with one another because of not being sufficiently familiar with respective programs and lines of communication to render as effective service as each might desire.

In order to carry out the Department's responsibilities additional attention is to be given to meeting this need. This includes establishing a focal point of contact and working relationships with national town-country church leaders and state and national denominational and interdenominational organizations. This will provide a connecting link in serving these groups to see that there are greater opportunities for understanding, for exchange of ideas, and for mutual supporting efforts by persons in the Department and by persons in the town-country church organizations.

The person assigned this responsibility is to function on a Department-wide basis working closely with the agencies of the Department in their present efforts and in the development of additional opportunities. The assignment involves the following purposes:

1. Provide a focal point through which church organizations may better work with the Department and its respective agencies.
2. Build working relationships with town-country church leaders and organizations and develop greater understanding on their part about USDA programs.
3. Facilitate training and educational assistance in given fields of subject matter or programs that relate to the church as a community institution and concern of rural people.



DEPARTMENT OF AGRICULTURE
WASHINGTON 25, D. C.

August 5, 1937

MEMORANDUM NO. 1447

Focal Point for Work With Rural Church Leaders

For many years agencies of the Department of Agriculture have been working with rural or town-country departments of various church organizations and rural life associations. Members of the Department have a concern for working with the rural church as a community institution in serving farm people, for frequently it occupies a leadership position in the community. At the same time leaders in national church program responsibilities are requesting increased services from agricultural sources. They need to be kept current on the resources of the Department in terms of program, materials, personnel and assistance in keeping up with the changing scene of rural life, government organization, Department programs and personnel. However, in many instances our staff or the church people are uncertain as to how to best work with one another because of not being sufficiently familiar with respective programs and lines of communication to render as effective service as each might desire.

In order to carry out the Department's responsibilities additional attention is to be given to meeting this need. This includes establishing a focal point of contact and working relationships with national town-country church leaders and state and national denominational and interdenominational organizations. This will provide a connecting link in serving these groups to see that there are greater opportunities for understanding, for exchange of ideas, and for mutual supporting efforts by persons in the Department and by persons in the town-country church organizations.

The person assigned this responsibility is to function on a Department-wide basis working closely with the agencies of the Department in their present efforts and in the development of additional opportunities. The assignment involves the following purposes:

1. Provide a focal point through which church organizations may better work with the Department and its respective agencies.
2. Build working relationships with town-country church leaders and organizations and develop greater understanding on their part about USDA programs.
3. Facilitate training and educational assistance in given fields of subject matter or programs that relate to the church as a community institution and concern of rural people.

By arrangement with the Administrator of Federal Extension Service, Mr. Phillip F. Aylesworth, Assistant to the Administrator, will carry out the responsibilities of this position.

Secretary's Record
(Signed)

True D. Morse

True D. Morse
Acting Secretary

By arrangement with the Administrator of Federal Extension Service,
Mr. Phillip F. Vylesworth, Assistant to the Administrator, will
carry out the responsibilities of this position.

John C. Vylesworth

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

October 22, 1957

MEMORANDUM NO. 1420

Review of Reporting Systems and Requirements

1. Purpose. The Department's Management Improvement Committee has recommended a concerted, coordinated, and comprehensive review of reporting systems and requirements in staff offices and operating agencies to accomplish the following objectives:
 - a. Curtail or eliminate reports not actually serving current needs;
 - b. Consolidate and simplify existing reports;
 - c. Insure that necessary reports supply adequate data and that frequency is restricted to the extent practicable;
 - d. Insure that reporting forms, instructions and procedures for necessary reports are clear and complete, and provide simple, correct methods of reporting;
 - e. Provide a more systematic mechanism for obtaining, circulating, and utilizing reported information; and
 - f. Provide management officials with the type of reports desired and designed to enable them to carry out assigned functions.
2. Plan of Action. In conducting this Department-wide review, each agency is requested to observe four phases of scheduled action. This procedure will assure progressive consideration of issues expected to be encountered at each stage of the survey. The sequence established is essential to orderly progress and effective collaboration between staff offices and operating agencies.
3. Assignment of Responsibility.
 - a. Agencies. In each agency and staff office, responsibility for conduct of the survey should be fixed and proper authority given, either to:
 - (1) an official who can devote necessary time and attention to organizing the work, or

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

October 22, 1957

MEMORANDUM NO. 1450

Review of Reporting Systems and Requirements

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- a. Agencies. In each agency and staff office, responsibility for conduct of the survey should be fixed and proper authority given, either to:

- (1) an official who can devote necessary time and attention to organizing the work, or

- (2) a Reports Committee which would collaborate in directing and performing the survey.

- b. Department. Responsibility for Department coordination of the survey work is assigned to the Office of Administrative Management. That Office will establish a Reports Review Committee, with representation from other staff offices, to operate on a continuing basis and provide broad policy guidance.

4. Statement on Reporting Systems and Practices. In the first phase of the review, each agency will prepare a statement descriptive of its reporting system and practices. The statement, with accompanying agency procedures or regulations, will be submitted to the Office of Administrative Management. This information will be used by the Office of Administrative Management for reference purposes in providing technical advice and assistance in this area of its assigned responsibilities. The statement should be submitted by December 2, 1957.

5. Inventory of Reports. In the second phase of the review, each agency will inventory and classify its required and recurring reports. The inventory should include all external or internal recurring reports required by:

- a. Law;
 - b. USDA and central agency regulations; or
 - c. Administrative determinations incorporated in staff office memoranda or agency instructions.

External Reports are reports prepared in the agency for submission to points outside the agency; and

Internal Reports are reports prepared for use within the agency.

The inventory may include non-recurring reports prepared from time-to-time upon special request, if the agency concludes that reports in this category warrant attention and investigation. Frequency of special non-recurring reports may be indicative of inadequacies in the established reporting system. The inventory listing should be scheduled for completion by February 1, 1958.

6. Analysis of External Reports. The initial analysis will confine itself to required, recurring external reports. The review need not include non-recurring reports prepared on special request.

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For purposes of the review, external reports should be divided into categories according to the recipient or the authority requiring each report. The categories may include:

- a. The Congress
- b. Other Federal Agencies
- c. The Office of the Secretary
- d. USDA Staff Offices
- e. Other USDA Agencies

A comprehensive report of the survey, documenting the evaluation made, the problems encountered, and advancing recommendations for improvement, should be prepared. In addition, when the review of external reports is completed, recommendations should be made to the Office of Administrative Management for coordination of Departmental efforts where reporting improvements considered desirable are contingent upon Departmental action. This action by agencies is essential in order that Departmental attention be directed to:

- a. Possible changes in legislation;
- b. Negotiation with other Federal agencies to modify or eliminate reports;
- c. Coordination of data reported to staff offices;
- d. Revision of reporting procedures; and
- e. Any area of reporting which, in the judgment of agency personnel, might be improved.

The analysis of external reports should be scheduled for completion by April 15, 1958.

7. Analysis of Internal Reports. The fourth phase of the review of reporting systems will be an analysis of internal reports. Each agency should adapt this phase of the program to its own needs.

Internal reports may be divided into the following categories for review purposes:

- a. Reports which are agency-wide in character;
- b. Division reports covering program subject-matter;

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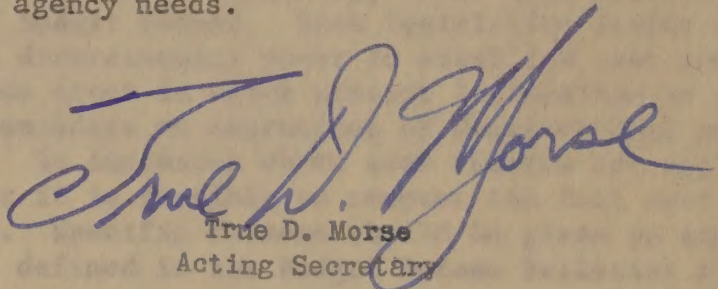
c. For organization levels:

- (1) Local field office reports;
- (2) State Office reports;
- (3) Regional or area office reports.

Because of varying factors among agencies, such as field structure and diversity in subject-matter areas, a scheduled date for completion of the internal reports review has not been established. However, each agency should expedite the program and be prepared to submit a progress report to the Office of Administrative Management as of June 30, 1958.

8. Assistance to Agencies.

- a. To aid in the conduct of the survey, the Office of Administrative Management will render staff assistance upon request. It will be desirable for each agency, as a result of the current review, to establish and maintain a continuous program for control of reports and review of its reporting system.
- b. Guidelines developed by the Office of Administrative Management will be made available to agencies for consideration and application in accordance with agency needs.


True D. Morse
Acting Secretary

True D. Morse, Chairman
Robert L. Farver, Jr.
Harvey H. Hines
Samuel H. Hines
Nathan H. Hines
Ralph B. Hines

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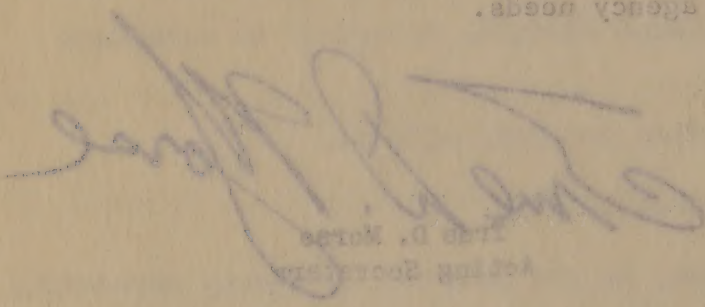
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Charles D. Jones
Acting Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

December 18, 1957

MEMORANDUM NO. 1471

Fees and Charges for Certain Government Services

1. Policy. The Budget Bureau, in Bulletin No. 58-3 (copy attached), outlines steps to be taken in developing an equitable and uniform Federal policy (a) on recovery of costs for certain types of Government services, and (b) on value to be received in the sale or leasing of property. The policy is applicable where services rendered confer special benefits beyond those which accrue to the public at large, or where Government properties or resources are being used or sold.

This will require that the Department review all areas of its work involving services to the public to determine whether such services are rendered to the public at large, within the terms of the Budget Bureau Bulletin, or to recipients who derive special benefits. Each agency, accordingly, should make a complete review of their services and submit recommendations concerning the classification of each such service.

Drafts of necessary legislative changes should be submitted, where appropriate, to carry out the policy enunciated by the Budget Bureau. Such legislative drafts should propose vesting in the Department full discretionary power to establish user charges, as may be appropriate. This may include areas in which present legislation is silent on the subject, but where the agency considers an expression of Congressional policy desirable prior to initiating charges. In instances where user charges are applicable, recommendations should indicate whether it is feasible to recover the full cost or only the partial cost of services performed. Specific reasons should be given in support of any recommendation that full costs (as defined in the Budget Bureau Bulletin) should not be recovered.

2. Departmental Committee. To consider issues of policy involved in the imposition of charges, and to review legislative changes proposed, an ad hoc Departmental Committee is established which will present its recommendations to the Secretary. On this Committee are:

True D. Morse, Chairman
Robert L. Farrington
Marvin McLain
Don Paarlberg
Ervin Peterson
Ralph S. Roberts

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington 25, D. C.

December 18, 1957

MEMORANDUM NO. 1481

Fees and Charges for Certain Government Services

1. Policy. The Budget Bureau, in Bulletin No. 28-3 (copy attached), outlines steps to be taken in developing an equitable and uniform Federal policy (a) on recovery of costs for certain types of Government services, and (b) on value to be received in the sale or leasing of property. The policy is applicable where services rendered confer special benefits beyond those which accrue to the public at large, or where Government properties or resources are being used or sold.

This will require that the Department review all areas of its work involving services to the public to determine whether such services are rendered to the public at large, within the terms of the Budget Bureau Bulletin, or to recipients who derive special benefits. Each agency, accordingly, should make a complete review of their services and submit recommendations concerning the classification of each such service.

Benefits of necessary legislative changes should be submitted, where appropriate, to carry out the policy enunciated by the Budget Bureau. Such legislative drafts should propose vesting in the Department full discretionary power to establish user charges, as may be appropriate. This may include areas in which present legislation is silent on the subject, but where the agency considers an expression of Congressional policy desirable prior to instituting charges. In instances where user charges are applicable, recommendations should indicate whether it is feasible to recover the full cost or only the partial cost of services performed. Specific reasons should be given in support of any recommendation that full costs (as defined in the Budget Bureau Bulletin) should not be recovered.

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BUREAU OF THE BUDGET

3. Staff Office Work Group. To assist agencies and to coordinate the preparation of information and materials on this subject, including draft legislative proposals for consideration by the Departmental Committee, a working group of staff office personnel has been appointed with the following membership:

J. P. Loftus (OAM), Chairman
Ralph F. Koebel (OGC)
Homer G. Lyon, Jr. (Sec)
R. Lyle Webster (Inf)
John L. Wells (B&F)

4. Determination of Fees. The recommendations made in the report attached to Budget Bureau Bulletin No. 58-3 will be followed in establishing user charges. Guiding principles are stated in the paragraphs captioned as follows:

- A. General policy for charges.
- B. Costs, fees, and receipts, and their determination.
- C. Recommendations for implementation of policy.

Matters of interpretation may be referred to the Staff Office Work Group for discussion and consideration.

5. Scheduled Action. In order that Department proposals may be submitted to the Budget Bureau by February 1, 1958, it is requested that agency recommendations, together with related legislative drafts, be submitted to the Office of Administrative Management by January 13, 1958. Where an agency has one or more unusually difficult areas on which consideration cannot be completed by January 13, agency representatives may consult with the Chairman of the Staff Office Work Group to schedule action in accordance with this objective.

E. L. Peterson
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Acting Secretary

Attachment

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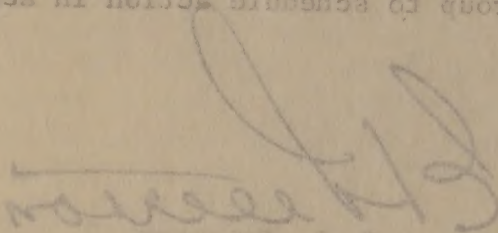
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Attachment

EXECUTIVE OFFICE OF THE PRESIDENT

BUREAU OF THE BUDGET

WASHINGTON 25, D. C.

BULLETIN NO. 58-3

November 13, 1957

TO THE HEADS OF EXECUTIVE DEPARTMENTS AND ESTABLISHMENTS

SUBJECT: User charges for certain Government services

1. Purpose. This Bulletin calls for the preparation of legislative proposals essential for the development of an equitable and uniform Government-wide policy on charges for certain Government services or property.

Following a careful and thorough joint interdepartmental review of this problem, the President has approved the recommendations made to him. The review, including these recommendations, is attached for information and guidance.

The President has requested the Bureau of the Budget to initiate actions in accordance with those approved recommendations. This Bulletin therefore requests each executive agency to prepare legislative proposals for removing all present limitations or restrictions on the agency's authority to (a) recover full costs for Government services which provide a special benefit; and (b) obtain a fair market value for Government-owned resources or properties sold or leased.

This Bulletin supersedes Bureau of the Budget Circular No. A-25 dated November 5, 1953, the coverage of which was more limited.

2. Coverage. Except for the specific exclusions mentioned later in this Bulletin, the legislative proposals should include all areas in which existing legislation prohibits or restricts the application of charges or fees. The proposals should also include areas in which existing legislation is silent on the subject of such charges but where the agency considers an expression of congressional policy desirable prior to initiating charges.

Legislation shall be considered restrictive when it does not permit full cost recovery by the Federal Government for Federal services or products provided which convey to some recipients a special benefit above and beyond that accruing to the public at large. In addition, legislation shall be considered restrictive if it hampers (a) the realization of a fair market value from the sale or use of federally owned resources or property or (b) the application of sound business management principles and comparable commercial practices in the sale of such resources and property.

The areas excluded from the attached document (see second paragraph under "Coverage") are also excluded from the provisions of this Bulletin. In addition, this Bulletin does not apply to the disposal of property under approved programs to charitable, governmental, and related agencies or instrumentalities.

3. Data to be submitted. Legislative proposals will be submitted to the Bureau of the Budget in accordance with Circular A-19, Revised, not later than February 1, 1958. They shall be accompanied by a short explanation of their background and effect.

4. Other actions. In those areas where present legislative authority is adequate and no legislative proposal is submitted, the head of each agency should determine and act on applying user charges in his agency in accordance with the recommendations in the attached report and the provisions of existing law. These actions should not be deferred pending efforts to remove or clarify legislation restricting user charges in other areas.

By direction of the President:

PERCIVAL F. BRUNDAGE
Director

Attachment

USER CHARGES FOR CERTAIN GOVERNMENT SERVICES

The problem

Among the numerous services performed by the Federal Government in the public interest, many provide an added special benefit to individuals or groups. The Government is also extensively engaged in the sale and leasing of Government-owned resources and property. Uniform Government-wide policies or procedures for applying user charges, however, do not exist. Variations in charges for similar activities exist between and even within agencies, resulting in hidden subsidies, inequities, and a burden on the general taxpayer. Efforts to correct the present situation have been piecemeal and have had only limited success. The President, however, on several occasions has stated his firm belief in the principle that, as a matter of equity, the recipients of the special benefits should pay for the full applicable cost of the special services provided, and that a fair market value should be obtained from the use or sale of Government-owned resources or property.

Joint interagency study

To achieve the above objective, the President requested that several executive agencies join together to study the problems involved and make any necessary recommendations to him. In the resulting report an overall review of agency user charge practices has been made and recommendations have been developed with respect to (1) general policies governing charges, (2) specific standards and criteria to be used in determining fees, and (3) measures for implementing a positive user charge program.

Coverage

The scope of the study was Government-wide in its application, but the study itself covered only a selected number of agencies and operations within those agencies. The activities examined on a sample basis included: licensing; testing, inspection and grading; use of air and water navigation aids and facilities; use of money and credit; publications; maps, charts, and aerial photographs; special studies, recreation and tourist facilities; grazing; oil, gas, and mineral leasing and mining claims; miscellaneous land uses; and use of Government-owned patents. Selected operations which reflect the major non-Federal users or beneficiaries within each of these general activities were examined.

It was agreed that even though there had been a request to examine the fee aspects of water resources (power, flood control and irrigation), this area should be excluded from the study because comprehensive recent studies already exist. Similarly, the areas of postal rates,

fringe benefits for military and Federal employees and sale of surplus property have been excluded from the scope of this review. Also excluded are the activities of the legislative branch, the Judiciary, and the municipal governments of the District of Columbia and the Canal Zone.

General situation

Basically there are two broad categories of charges -- those related to recovering the cost of providing a special service or benefit, and those concerned with recovering a fair market value for the use or sale of federally owned resources or property. With respect to the first, there is no consistent approach in the application of user charges. In some cases, the special services are provided by Government agencies without charge. In others, the fees are equal to a portion of the costs, and in a few instances the full cost of providing the service is recovered. The method of determining costs varies from agency to agency. In some cases, all or a portion of the revenues are earmarked for use by the agency, while in others all receipts are deposited as miscellaneous receipts in the general fund of the Treasury. In several areas, the exact amount of the charge is specified in legislation; in others, legislation provides for a charge but the exact amount is left for administrative determination; in a number, a charge is neither specifically called for nor prohibited by legislation, but is based on an administrative determination; and in some instances a charge is prohibited by law.

Illustrations of varying practices

Some examples illustrative of different agency charge practices are set forth below.

1. In the licensing activity, the charges range from zero to 100 percent of the costs. No charge, for example, is made for the issuance of Federal Communications Commission and Interstate Commerce Commission regulatory licenses. On the other hand, the regulatory operation concerned with the national banks by the Comptroller of Currency is self-sustaining, and the issuance of patents and the registration of trademarks by the Patent Office is approximately 45 percent self-sustaining. Within the Federal Power Commission, the licensing of utility company hydroelectric power facilities is nearly self-sustaining, while a comparable license in the natural gas field is provided free.

2. In the field of publications, some agencies refer requests for publications to the Superintendent of Documents, who sells them. Other agencies provide a similar type of publication free. In fact, the same publication may be for sale by the Superintendent of Documents and given away free by the sponsoring agency.

3. For maps and navigation charts, the sales price is generally determined by applying a modified proportional cost concept (full cost of printing and distribution, including plate preparation for all copies) in contrast to the incremental cost concept (cost of printing and distribution of only those additional copies to be sold), which is used as the basis for establishing the sale price of publications sold by the Superintendent of Documents. A much greater proportion of printed maps are sold than is the case for publications. Although the practices in the mapping agencies are generally uniform, there are some inconsistencies as, for example, in the case of the Corps of Engineers. One Corps district distributes its waterway bulletins and navigation charts free, while another district applies a nominal charge.

4. In the use of money and credit, the Export-Import Bank recovers costs. But this is one of the few cases of complete recovery, since the rates charged by most lending agencies are considerably below costs because of statutory limitations or program considerations.

5. In testing and inspecting, the General Services Administration recovers costs for product qualification tests for procurement, while the Department of Defense pays a large share of the costs of similar tests. Within the Department of Health, Education, and Welfare, the Food and Drug Administration recovers the cost of testing batches of antibiotic drugs, while there is no charge for batch tests of vaccines tested by the Public Health Service, another bureau in the same Department. Due to various provisions of law, international agreements, and administrative regulations, the charge policy for inspections performed outside regular duty hours varies between inspecting agency (Treasury, Justice, HEW, Agriculture, and others), location, day of the week, and also the type of transportation inspected.

6. The Federal-aid highway program may be considered to be on a self-sustaining basis, while the Government recovers only a relatively small portion of the costs of providing airway and inland waterway navigation aids and facilities.

7. In the recreation area, the costs of conducting tours of dams are now recovered by the Bureau of Reclamation, but no charge is made by the Corps of Engineers.

Similar variations exist in the choice of methods used in determining charges for the use or sale of Government-owned resources or property. The charge may be based on competitive bidding in one agency for a resource or use of land while in another agency the charge for the

same resource or use is determined by appraisal or is based on a fee schedule not necessarily related to market value. In some instances, the amount charged is specified by legislation enacted many years ago, and despite changes in values or conditions, the rate has remained the same.

8. There is a wide variation in charges between Federal agencies and private companies for grazing privileges on similar range land. For example, in the Klamath and Lake County area of Oregon within a radius of 100 miles, the fees per cow-month for range land, much of which is similar in value, vary as follows:

Bureau of Land Management (Interior)	\$.15
Forest Service (Agriculture)	.44
Indian Service (Interior)	1.38
Weyerhaeuser Timber Company (private)	.99-1.08

In a 1953 study made by the Forest Service comparing the same type of privately owned land with national forest land, the following extreme differences in charges for cattle were noted:

<u>State</u>	<u>National forest</u>	<u>Average 1953 fee per cow-month on national forests</u>	<u>Average 1953 fee per cow-month for similar private land</u>
Montana	Lewis and Clark	\$.78	\$5.00
Colorado	Uncompahgre	.65	6.50
Arizona	Apache	.42	2.50 to 5.00
Idaho	Boise	.50	4.80
Utah	Dixie	.67	5.00

9. With respect to oil and gas leasing, the situation adjacent to the San Juan River in southern Utah is representative of the variation in governmental charge policies. The Navajo reservation lies to the south of the river and public domain on the north side. Several oil companies paid rentals of \$1.00 per acre for the public domain for a 5-year lease, while at approximately the same time they paid \$6.25 in rentals per acre for 5 years plus a bonus ranging from \$1.27 to \$129.00 per acre for leases within the reservation. The charge for a noncompetitive 5-year lease of public domain lands is one-third lower today than it was from 1935 to 1940. Likewise, the charge for oil and gas leases on lands that have been acquired by the Government is lower today than it was in 1947. The present charge is \$1.00 per acre for a 5-year lease compared to the 1947 rate of \$5.00 per acre for a similar period plus a bonus. In the case of acquired lands administered by the Forest Service, the average bonus amounted to over \$19.00 per acre prior to 1947.

All leases involving Indian lands and the Outer Continental Shelf require competitive bidding. In contrast, on public domain and acquired lands, no competitive bidding is required when the lands are outside the boundary of a known geologic structure. These noncompetitive leases represent over 95 percent of the number of leases, acreage under lease, and workload.

10. In the case of mineral leasing, the Government receives a 25 cent per acre annual rental for prospecting permits for certain minerals, while permits for other minerals are granted on approximately 2 million acres with no charge.

11. Under the mining laws, title to the land is granted the claimant for \$5.00 per acre, irrespective of timber or other nonmineral values, which may be worth several hundred dollars per acre. The \$5.00 fee was established in 1872 and has remained the same since then.

Many of the special benefits provided by the Government service represent hidden subsidies which have developed over the years, and, in some cases, reflect efforts which were made to stimulate an "infant" industry or provide temporary aid to a specific segment of the population. As these benefits and subsidies continued, the recipients became accustomed to them, and now naturally oppose initiation of charges or any increases. Increases have not been made in many fees even though costs to the Government and values to the recipient have risen manifold.

Progress to date

Many inequities have been noted during the past several years, and the administration has initiated corrective action in a number of areas, including the following:

1. New and substantially higher filing fee schedules have been established by the Bureau of Land Management for public land transactions. This has raised annual receipts from this source from \$397,000 to over \$842,000 in the past few years.

2. After request by the Department of State, the Congress repealed a fixed service charge, established in 1789, for authenticating copies of records, thus permitting the establishment of charges commensurate with current costs.

3. The Bureau of the Budget issued Circulars on fees for licensing, registration and related activities (A-25) and for copying, certification, and search of records (A-28).

4. Separate laws were passed to assess a reasonable registration and renewal fee for brokers under the Commodity Exchange Act and to increase the fees for executing passport applications. Legislation to increase patent fees was also proposed in the last Congress to raise the proportion of costs (as currently calculated) recovered by the Patent Office from 45 percent to 78 percent.

5. Fees have also been increased for a number of uses of Federal land, such as grazing on the public domain, the sale or lease of small tracts on the public domain, summer home sites on the national forests, entrance to various national parks and monuments.

Progress has thus been made, but it has been piecemeal and quite limited in scope. In some cases the Congress rescinded actions taken by the Executive Branch, or caused a deferral of administration plans to increase charges. The Congress, for example, passed legislation discontinuing the fees which were being charged for certificates in lieu of lost military discharges. In view of studies being conducted by Senate Committees, action was deferred on the charging of fees for licensing, registration, and related activities as proposed by the Bureau of the Budget. The study of fees for Government services which was completed by the Senate Committee on Government Operations on February 1, 1956, concluded that the congressional committee having oversight jurisdiction of the agency providing the special benefit should (1) ascertain the need for adjusting fees and (2) initiate appropriate legislative action required to implement the agency fee program.

Conclusions

The problem should be examined from the viewpoint of the Government as a whole. While limited success might be obtained by continuing a piecemeal approach, greater strides can be made from a Government-wide approach to assure equity and comparability in charges for related services and for use or sale of Government-owned resources or properties. It is felt that this approach would enlist the support of groups concerned with the general overall objectives of equity, fairness to the general taxpayer, and fiscal soundness. It would provide the basis for eliminating arguments sometimes advanced by individual pressure groups that they have been singled out for discriminatory treatment. In addition, it is believed that the existence of a clear expression of administration and congressional policy would provide the necessary stimulus for an aggressive program.

The successful implementation of the recommendations which follow will (a) provide greater equity in the provision of Government services, (b) reduce pressures for special services, (c) provide a yardstick to evaluate future legislation and program requirements, and (d) increase receipts by many millions of dollars annually.

Recommendations

That an active approach to the solution of the user charge problem be developed and that the following policies and principles be adopted on a Government-wide basis:

A. General policy for charges

1. Cost recovery for services. Where a service (or privilege) provides special benefits above and beyond those which accrue to the public at large, a charge should be imposed to recover the full cost to the Federal Government of rendering that service. For example, a special benefit will be considered to accrue and a charge should be imposed when a Government-rendered service:
 - a. Enables the beneficiary to obtain more immediate and substantial gains (sometimes measurable in monetary terms) than those which accrue to the general public (e.g., granting a patent); and/or
 - b. Provides business stability or assures public confidence in the business activity of the beneficiary (e.g., certificates of necessity and convenience for airline routes); and/or
 - c. Is performed at the request of the recipient and is above and beyond the services provided to other members of the same industry or group, or to the general public (e.g., passports, visas, airman's certificates).
2. Sale or use of federally owned resources or property. The fair market value should be realized from the sale or use of federally owned resources or property. Sound business management principles and comparable commercial practices should be followed so far as practicable and feasible. Generally this activity should be revenue producing and should not be based on the recovery of costs alone.

B. Costs, fees and receipts and their determination

1. Agency responsibility. The primary responsibility for the initiation and development of a program of charges and fees continues to be in the agency. The agency should:
 - a. Determine the extent of the special benefits provided,

- b. Apply accepted governmental accounting principles in determining costs,
 - c. Establish the charges, and
 - d. In the case of the use or sale of Government-owned resources or property, apply sound business management principles and comparable commercial practices.
2. Determination of costs to be recovered. The computation of the cost to the Federal Government of providing services shall be in accordance with accepted governmental accounting principles. Costs shall be determined or estimated from the best available existing records in the agency, and should not necessitate the establishment of new cost accounting systems. The cost computation shall include all direct and indirect costs of carrying out the activity, including but not limited to:
- a. Salaries, employee leave, travel expense, rent, cost of fee collection, postage, maintenance, operation and depreciation of buildings and equipment and payroll burden costs (e.g., retirement and employee insurances);
 - b. A proportionate share of the Cabinet department (or other agency) supervisory costs;
 - c. A proportionate share of military pay and allowances, where applicable;
 - d. The costs of enforcement, research, establishing standards, and regulation to the extent the agency head determines these costs are properly chargeable to the activity.
3. Establishment of fees to recover costs. The maximum fee will be governed by the total costs involved and not by the value of the service to the beneficiary. The rate of fee established should not seriously impair the objectives of the program or other public policy. The cost of providing the service shall be reviewed at least once every three years and the fees adjusted accordingly.

The agency may make exceptions to recovery of full costs under the illustrative conditions stated below:

- a. The cost of collecting the fees would be an unduly large part of the receipts from the activity.

- b. The furnishing of the service without charge is an appropriate courtesy to a foreign country or international organization.
- c. Comparable fees are set on a reciprocal basis with a foreign country. (In line with the policy of requesting legislative changes for the removal of legal limitations, the Department of State should endeavor to renegotiate those international agreements which prohibit the establishment of a fair and equitable user charge for special benefits provided by the Federal Government.)
- d. The special beneficiary is engaged in a nonprofit activity designed for the public safety, health, or welfare.
- e. Payment of the full fee by a State, local government, or nonprofit group would not be in the interest of the program.

The application of such exceptions would be subject to the review, when necessary, of the advisory committee on fees and charges (see Recommendations for Implementation of Policy).

4. Disposition of receipts. All receipts shall go to the general fund of the Treasury as miscellaneous receipts except:

- a. Where it is intended that an agency or program or some part of a program be operated on a fully self-sustaining basis from receipts for services performed or proceeds from the sale or use of Government-owned resources or property.
- b. Where the agency head can demonstrate that earmarking of receipts is necessary to encourage the initiation or increase of fees or charges.
- c. Where the receipts are used to offset the cost of authorized special services or programs for which the demand is irregular and unpredictable, such as inspections performed upon request outside of regular duty hours.

The present system of sharing receipts with States and counties for the use of land and sale of resources should be left undisturbed.

C. Recommendations for implementation of policy

To implement an equitable and uniform user charge program in line with the general policies, it is recommended that:

1. The Bureau of the Budget request the executive agencies to prepare legislative proposals removing all present limitations or restrictions on the agencies' authority to (a) recover full costs for Government services which provide a special benefit; and (b) obtain a fair market value for Government-owned resources or properties sold or leased. These proposals should incorporate a recommended expression of congressional policy on charges and fees, and authorize the President to initiate such rules, regulations, and advisory groups as he deems necessary to implement an aggressive and continuing user charge program throughout the Government.

The agency proposals should also include areas where legislation is now silent on the initiation of user charges and where the agency considers an expression of congressional policy desirable prior to initiating charges.

2. This program of user charges should be carried through within the existing governmental framework in both the agencies and the Bureau of the Budget. The Bureau of the Budget would continue to exercise its coordinating role.
3. After enactment of authorizing legislation, the President should designate an advisory committee of five qualified persons, familiar with Government operations, to advise the President and the agencies and to provide guidance to the Bureau of the Budget on the public policy considerations involved in applying user charges. The advisory committee would concern itself principally with determinations of the extent of public interest or special interest on those issues referred to it by the agencies or by the Bureau of the Budget. The Bureau of the Budget would furnish the secretariat for this committee.
4. Increased efforts to carry out the recommended policies should be effected in those areas where legislative authority already exists for initiating or increasing charges, concurrent with the efforts to obtain legislation for the removal of restrictions in other areas.